

Sales Management

THE MAGAZINE OF MARKETING



Earl Kintner
Chairman
Federal Trade Commission

*An Exclusive Interview with
Chairman Earl Kintner:*

what the FTC expects from sales management

Personal and Official Views on:

▼
List Prices

▼
Labeling Laws

▼
TV Advertising

▼
Anti-Marketing Bills

▼
Unfair Trade Practices

▼
The Disappearing Jobber

▼
"Department of Consumers"

▼
Robinson-Patman Task Force



TO THE MOST WONDERFUL WOMAN
IN THE WORLD!

(AND 6,000,000
MORE JUST LIKE HER)

At the beginning of the new year,
we would like to lift our glass to the millions and
millions of women who read Ladies' Home Journal.

We would like to salute, first off, their wisdom. They know that a magazine's mission is more than to be "a physical and neutral carrier of advertising messages." Much more. Our readers prove it by their special loyalty to the Journal. In November, when readers of the three leading women's magazines were asked which magazine they like best, 50% more of them chose the Journal than either of the other two. We thank them for this affection.

We also cheer our readers' zest for living. A Journal reader, we have discovered, is a very special sort of person. For one thing, she's younger—a whole year younger—than readers of other women's magazines. She has a higher income. She's better educated. She cares more about her life and the world around her, and spends more in time and money on her home and family.

And we toast our readers' loyalty—which gives Ladies' Home Journal the largest average circulation of any woman's magazine on earth.

A Happy New Year to you all!

And to our advertisers! Advertisers *also* know that the Journal is no "physical and neutral carrier of advertising." They prove it this way: 1959 set an all-time revenue record for any woman's magazine...over \$30,000,000, and eight out of the twelve issues topped all previous highs in revenue.

Readers' response to Journal advertising was far from "neutral." An advertiser who placed similar advertisements in the Journal and two other major magazines got 31% more response from his Journal ad than from the second magazine—46% more than the third.

1959 was a happy year for Journal advertisers. May 1960—more champagne, please—be even happier!

LADIES'
HOME

JOURNAL

A CURTIS PUBLICATION

the slipsheet

For Issue of Jan. 15, 1960

an informal "f.y.i." before you read the issue

As the 86th Congress moves into another session, marketing may be headed for a rough time. It is appropriate, therefore, to publish in this issue our private talks with Federal Trade Commission Chairman Earl Kintner.

Carloads of marketing bills are up for Congressional debate and action. Through it all, the words "deceptive," "investigation," "policing," and "restrictive" will echo in Washington's hallowed hall. And Chairman Kintner is charged by Congress to act as referee and disciplinarian in these debates, and to see to it that the interests of consumers, free enterprise and fair competition are protected.

Kintner and his FTC (with a budget of about \$7 million and 650 staffers) now emerges as one of the most muscular federal arms. The FTC can get tenacious and tough.

In building the cover story, our writers talked at length with Kintner. We can now report his public and private views on upcoming legislation. We divulge what the FTC expects from marketing management and the bosses of advertising.

Our job as publisher, does not always end with mere reporting. Since these bills designed to curb abuses in marketing are explored (with Kintner's help) in this issue, copies are in the mail now to each member of Congress. It is our hope that Congressmen will read what Kintner has to say, and what we have to say, to gain additional insight into proposed legislation--some of which is all to the good, and some of which, fearfully, may curtail trade under our free enterprise system.

* * *

With this issue we bid goodbye, fondly, to January, 1960. Our people in charge of such matters tell us that we closed out the two January issues with a gain of 23.1 advertising pages over January, 1959.

#

The Publishers

Sales Management

THE MAGAZINE OF MARKETING

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YUKON 8-4800

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The Measure of a Market: Delivery of Buying Power!



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And when you think of the Syracuse Market . . . THINK OF ALL OF IT! Fifteen counties—one-third the total area of New York State. There's only one effective way to sell ALL of the Syracuse Market: The Syracuse Newspapers. They deliver 100% of Syracuse and Onondaga County; up to 90% coverage of the newly established three-county Syracuse Metropolitan Area† . . . PLUS . . . up to 76% in the 12-surrounding counties which comprise the TOTAL SYRACUSE MARKET.

No other combination of media delivers comparable coverage at comparable cost!

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the SYRACUSE NEWSPAPERS

HERALD-JOURNAL & HERALD-AMERICAN
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THE POST-STANDARD
Morning & Sunday



CIRCULATION: Combined Daily 229,181

Sunday Herald-American 202,737

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If you're a pro—and proud of it—you get extra satisfaction out of businesspaper advertising. This is your medium for firing-line selling. You know you can do a man's work—and get man-sized results—when you get down to business with the kind of men you meet . . . in businesspapers.



Photo by Arnold Newman

Advertising in businesspapers means business

as any advertising man
who knows his business
will tell you—because

**men who read
businesspapers
mean business**



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Sales Management

THE MAGAZINE OF MARKETING

January 15, 1960

CONTENTS

Vol. 84 No. 2

PART 1 OF TWO PARTS

General Management

- Why They're Still Puckering Up for Tangee
(George W. Luft Co.) 60

Leadership

- 'Mr. Vodka' Outells a Host of Breathless
Competitors (Heublein) 57

Merchandising

- Glenbrook Labs Helps Itself by Helping
Others 74

New Product Introduction

- Sea & Ski Maker Tans the Competition
by Competing with Itself (Botany Industries) 40

Sales Management

- Spector Freight Rates Its Customers 42

- Top-Notch Late-Comer in Polyethylene
(U. S. Industrial Chemicals) 12

Sales Training

- Sylvania's Sugar-Coated Training Pill 38

Special Reports

- Congress to Consider Rash of Marketing
Bills in '60 34

- What the FTC Expects from Sales Management 33

COMING SOON

"Profile of the Typical Sales Executive"

SALES MANAGEMENT

HIGHLIGHTS

THE FTC AND YOU

The Federal Trade Commission grows stronger as Congress seeks to explore unfair business practices. Here's an exclusive interview by SM with Earl Kintner, chairman of this influential Federal arm. What's he like? What does he think? What does he ask of sales managers?

Page 33

BILLS AFFECTING MARKETING

A companion to the Kintner interview is a summary of the marketing (and anti-marketing) legislation before Congress.

Page 34

WHO PUT THE KICK IN THE MOSCOW MULE?

Remember when vodka was a nectar for eccentrics only? Today its No. 1 seller, Smirnoff, by Heublein, is one of the Big Four in advertised liquor brands—and the eccentric putting it in everybody's pantry is John Gilbert Martin, this issue's Dynamarketer.

Page 57

TRAINING GAME

The product was make-believe for Sylvania Photolamp salesmen, and marketing moves were made in minutes; but at the end of this training day the company's salesmen knew a great deal more about sales management.

Page 38

SHADES OF THE SUN

It's too bad when a product's too good—and when Sea & Ski lived up to its claims of complete sun protection, its makers had to cope with an unimpressed set of not-so-conservative sun worshippers. The ticklish solution: A rival product for the deep tanners.

Page 40

DEPARTMENTS AND SERVICES

Advertisers' Index	103	Executive Shifts	102
Call Report	104	Letters	25
Corporate Close-up	12	Marketing Newsletter	53
Dynamarketer	57	Scratch Pad	68
Editorials	7	Significant Trends	17
They're in the News		50	

If you're a man with big plans and ideas to match—you like the opportunities you find in businesspapers to do a spectacular selling job in spectacular fashion. This is where you get customers you want—and results you're after. You know your marketing strategies pay off . . . in businesspapers.



Photo by Arnold Newman

Advertising in businesspapers means business

as any advertising man
who knows his business
will tell you—because

**men who read
businesspapers
mean business**



now—over 3,000,000 businessmen
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the purpose of reading ABP papers

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If you're a heads-up, both-feet-on-the-ground kind of man—your company's in an advertising medium worthy of your talents, in businesspapers. This is the place where a man who knows his markets, and his marketing, meets the buyers he wants . . . gets the sales he's after. You know you're in business, when you do business with businessmen . . . through businesspapers.



Photo by Arnold Newman

Advertising in businesspapers means business

as any advertising man
who knows his business
will tell you—because

men who read
businesspapers
mean business



America's leading newspapers,
general magazines and businesspapers
are all ABC-audited

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Sales Management

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ADVERTISING SALES—Offices and personnel listed in Advertisers' Index



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Copyright, Sales Management, Inc., 1960

Only in Milwaukee can you buy
such complete one-paper coverage
at such low cost

Population Metro. Area	Newspaper Metro. Area Circulation	Milline Rate	Metro. Area Coverage
1. New York- Newark-Jersey City 14,521,700	New York News 1,734,356	New York News \$1.88	Milwaukee Journal 84%
2. Los Angeles- Long Beach 6,476,700	Chicago Tribune 720,111	Milwaukee Journal \$1.99	Baltimore Sun* 84%
3. Chicago 6,430,700	Philadelphia Bulletin 652,598	Los Angeles Times \$2.07	Buffalo News 77%
4. Philadelphia 4,390,700	Detroit News 449,565	Philadelphia Bulletin \$2.16	Cleveland Press 60%
5. Detroit 3,909,800	Los Angeles Times 406,959	Chicago Tribune \$2.34	St. Louis Post Dispatch 57%
6. Boston 3,041,500	Baltimore Sun* 371,657	St. Louis Post Dispatch \$2.38	Philadelphia Bulletin 56%
7. San Francisco- Oakland 2,742,700	St. Louis Post Dispatch 336,684	Baltimore Sun* \$2.49	Minneapolis Star 51%
8. Pittsburgh 2,410,000	Boston Globe* 305,125	Detroit News \$2.51	Houston Chronicle 45%
9. St. Louis 2,065,200	Cleveland Press 299,289	Cleveland Press \$2.61	Detroit News 43%
10. Washington, D. C. 1,950,000	Milwaukee Journal 287,911	Buffalo News \$2.74	Washington Star 43%
11. Cleveland 1,758,100	Pittsburgh Press 279,494	Houston Chronicle \$3.00	Pittsburgh Press 43%
12. Baltimore 1,626,600	Buffalo News 267,763	Pittsburgh Press \$3.15	New York News 40%
13. Minneapolis- St. Paul 1,394,200	Washington Star 240,272	Boston Globe* \$3.18	Chicago Tribune 38%
14. Buffalo 1,338,700	Minneapolis Star 205,509	Washington Star \$3.19	Boston Globe* 37%
15. Houston 1,220,000	San Francisco Examiner 191,274	Minneapolis Star \$3.20	San Francisco Examiner 22%
16. Milwaukee 1,177,000	Houston Chronicle 159,181	San Francisco Examiner \$3.73	Los Angeles Times 20%

Sources: Survey of Buying Power, May 10, 1959. Sales Management. SRDS—Newspaper Circulation Analysis, January, 1959. SRDS Newspaper Rates and Data, October, 1959.

*Combination Paper

THE MILWAUKEE JOURNAL

Represented Nationally by Million Market Newspapers, Inc.

New York, 529 Fifth Avenue — Chicago, 333 N. Michigan Blvd. — Detroit — Los Angeles — San Francisco



In Philadelphia nearly everybody reads The Bulletin

The Evening and Sunday Bulletin, Philadelphia

Represented by Million Market Newspapers, Inc.

Sales Starting-Pay Lower, but...

The average college engineering graduate in 1960 will walk into a job paying \$515 a month. The average accounting student will start out at about \$450. The graduate who elects a sales job will find \$434 in his monthly pay check. The '59 graduate going into sales started, on the average, at \$422.

These predictions have just been released by Frank S. Endicott, director of placement, Northwestern University, in his fourteenth annual report, based this year on hiring plans in 211 well known business and industrial concerns.

Five companies expect to hire their 1960 graduates as sales trainees for \$375 or less per month. One company anticipates it will be willing to pay \$550 a month. These predictions are based on a study of 196 companies.

Despite the comparatively low starting salaries for sales trainees, the 1959 graduates, for example, appeared fairly eager to accept sales job offers. In 45 companies, the graduates accepted 54% of the sales jobs available to them. By contrast, in 114 companies, the engineers accepted 43% of their job offers.

Not every salesman will become a sales executive. Many are content to remain salesmen. However, those 1960 graduates who will be happy to go into selling at an average salary \$81 a month below that of engineers may have their eyes on ample rewards in the future.

Studies of executive salaries in major publicly owned corporations show that sales heads are well paid. For example, 1959 proxy statements show that sales executives in 146 companies enjoyed a median income of \$52,500. The 50% of this group whose income exceeded the median had incomes that ran up to \$394,322. Stock options gave many of these executives additional pay benefits.

Engineers who become executives are well paid, too. It is the sales head, though, who frequently becomes the second or third highest paid official in publicly held companies. This situation undoubtedly is true in closely held companies, but substantiation is not usually available to the public.

The engineer is more likely to remain forever the specialist, which, in most cases, limits his earnings. In an economy that increasingly is geared to finding out what the consumer wants, then making sure he gets it, the salesman has the best opportunity to grow into a "generalist" and reach the top income bracket.

40,000 'Listening Posts'

"Listening Posts" is the intriguing name that Burlington Industries gives to its 40,000 customers. Burlington's chairman and president, J. Spencer Love, points out that "Burlington has

when it's a case
of going places...
in style!



it's a
Tufide
Tra-Valise



No matter how many thousands of miles you "log" each year, this molded, slim, beautifully contoured case will always do you proud. TUFIDE "Tra-Valise" is virtually indestructible, always looks smart, neat, new, business-like, thanks to Stebco patented features. It's lightweight, easy to handle and carry... holds business papers plus change of clothing... is dust and moisture proof. Also available with modifications for your specific needs.

Important feature: the one-piece aluminum frame with the patented "Handle-Lock"... locks open and closes instantly, securely, with a single touch.

See "Tra-Valise" at your favorite store
or write

STEBCO PRODUCTS
Chicago 7, Ill.

Custom Cases, too, especially designed
with your business in mind

PEOPLE work—play—LIVE by RADIO!



WHO Radio Reaches From 18% to 35% of the Total Radio Audience in 93 "Iowa Plus" Counties, Sign-On to Sign-Off!

PULLIN' or pitchin', farmers are businessmen who rely heavily on radio to keep them informed on up-to-the-minute weather and market conditions. They and their families get even *more* from radio than *you* do.

But it's important to remember that there are even vaster differences in farm-audience preferences than in city audiences. It takes a *believable* station—free of pitchmon and gimmicks—to make your message stick.

WHO Radio is believable. It is also *aggressive, alert, alive*—the great favorite of listeners throughout "Iowa Plus," America's 14th largest radio market.

The 93-county area Pulse Report (Feb.-March, 1959) gives WHO Radio from 18% to 35% of the total radio listening audi-

ence—first place in every quarter hour surveyed—the balance being divided among 88 other stations!

WHO Radio will sell your customers more often, more economically, more completely. Ask PGW for the details on WHO Radio for "Iowa Plus"!

WHO

for Iowa PLUS!

Des Moines . . . 50,000 Watts

NBC Affiliate

WHO Radio is part of Central Broadcasting Company, which also owns and operates
WHO-TV, Des Moines; WOC-TV, Davenport

Col. B. J. Palmer, President
P. A. Loyet, Resident Manager
Robert H. Harter, Sales Manager



Peters, Griffin, Woodward, Inc., Representatives

to please 40,000 customers—in the principal markets and industries of the nation and world.”

President Love pays equal tribute to the salesmen and the principals of the 300 suppliers of its fibers. He lauds them for the information they provide Burlington's research and development people.

This is another reminder that a tip of your hat to your customers and to your suppliers is always appreciated.

Several years ago the owner of an Oldsmobile pointed to a change in the new model and then claimed, “I suggested that. They thanked me for it.” Chances are many other customers suggested the change, too, and Oldsmobile thanked each of them.

Many product improvements are hailed as products of the laboratory. Most of them are. Too much science, however, may annoy some customers. The cake-mix people have discovered that women—a good many if not all of them—like to reserve the privilege of adding the eggs.

Let your customers—and suppliers—give you a hand. And whatever term you care to use, let them know once in a while that they are your “listening posts.”

Will Sinners Reform Themselves?

According to Look's Gallup poll for its special report on “How America Feels,” many Americans no longer believe that honesty is necessary for success. If we accept this startling finding, it should not surprise us that people generally may be less exercised by unethical industry practices than many of us had supposed.

In this moral climate, Earl Kintner, the chairman of the Federal Trade Commission, has set a difficult task for himself and his commission. Kintner reveals (see page 33 of this issue, “What the FTC Expects from Sales Management”) that he will not press for new legislation at this time to correct trade abuses. He believes he has sufficient authority to act—if business helps.

Numerous FTC actions are against large and favorably known companies in the food and drug industries. Fellow businessmen give these companies a high rating for the fair way in which they engage in trade. Consumers obviously like their products because they have made many of them best sellers—preferred brands. The differences these companies have with the FTC are more than casual. The companies believe in the merits of their position and they are ready to defend them before the FTC and the courts. Will negotiation resolve the contentions? Or will legislation that spells out rules for the public interest be necessary? The large companies are responsive to public opinion. But will that really be enough pressure?

Many other companies are not particularly moved by public concern about the conduct of their business. They yield only to laws. Kintner recognizes that he may have to call for legislation. The fact that he leaves the door open to make this call is fair warning to business that it must go more than 50% of the way to correct recent abuses of public confidence.



**“That's right—
IEN has raised
its circulation
but not its
rate!”**

“That's right — IEN has raised its circulation but *not* its rate!”

Yes, it's true! Despite a circulation increase of 3,764 over the June BPA audited statement of 73,249 ... and despite the continually increasing cost of publishing —

Industrial Equipment News plans no rate increase for 1960!

Comparatively speaking, this means that IEN is a better buy than ever before. Every month, you can place your advertising message before —

- 77,017 men
- in more than 40,000 plants
- in all of the 452 manufacturing industries

— and still for only \$185.00 per insertion. This is less than the comparable rate in any “similar” publication.

Why not send for our recently revised nine section media data file — it gives you a detailed analysis of readership.



*good for selling
... because it's
used for
buying!*

INDUSTRIAL EQUIPMENT NEWS

461 Eighth Avenue, New York, N. Y.

Thomas Publishing Company



THEY KNOW AMERICAN



HOME IS NEW—DO YOU ?

Flipped through American Home lately? You'll flip. It's a new world of color, of bold and imaginative photography. It's a richer and more rewarding magazine, delivering each month a new depth of information—new food ideas that twelve million people are eating up—decorating and remodeling ideas that they're putting up, nailing up. No magazine devotes a greater share of its pages to home-service—offers so many doable, usable ideas. Look into the new American Home—redesigned as the home-service magazine of the sixties.

A CURTIS MAGAZINE READ BY 3,600,000 FAMILIES WITH A CONSUMING INTEREST IN THE HOME

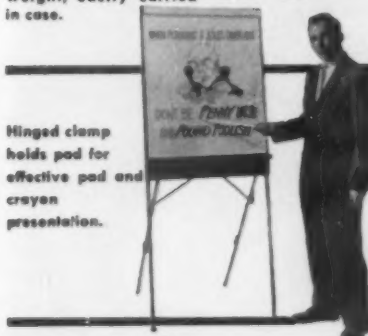
Sales Management January 15, 1960 11

TELL YOUR STORY 5 WAYS...

- Paper Pad Presentations • Blackboard Chalktalks
- Flip Chart Presentations • Card Chart Speeches
- Flannelboard Demonstrations



Easel, used as chalkboard—folds in a jiffy. Lightweight, easily carried in case.



Hinged clamp holds pad for effective pad and crayon presentation.

ARLINGTON 5-WAY PRESENTATION EASEL

\$42.50

Sent for literature

Complete with hinged clamp chalkboard, chalk, eraser.

Four paper pads.....	\$12.00
Flannelboard accessory.....	7.00
Carrying case.....	12.50



TRIPOD EASEL

Lightweight aluminum—holds card chart or display frame—Folds for carrying or closet corner storage. Tripod easel only (No. 121)

\$7.50

ARLINGTON ALUMINUM COMPANY

19005 W. Davison • Detroit 23, Michigan

Please send me free information on:

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 city _____ zone _____
 state _____

CORPORATE CLOSE-UP



Top-Notch Late-Comer in Polyethylene

How does a company solve the double-ended problem of entering an unfamiliar field, and one in which its competitors already have as much as a 10-year head start? That's the problem that U.S. Industrial Chemicals Co. faced when it decided to begin polyethylene resin production in 1955.

Now, U.S.I. has become the third largest polyethylene producer in the country. By the end of 1960, the company expects to be the nation's second largest.

The first hurdle that U.S.I.'s sales management had to leap, according to Vincent McCarthy, director of plastics sales, was selling the sales force on selling polyethylene. The salesmen would have to work with a foreign material and a different set of customers. They had previously handled industrial alcohols, solvents and other chemicals.

As an initial step, McCarthy set up polyethylene product sales meetings on a regular basis. These sessions gave the salesmen an immediate working knowledge of the new product, and laid the groundwork which would later help to keep them abreast of the industry.

Training courses followed. These are conducted by the Technical Service Department at U.S.I.'s Polymer Service Labs in Tuscola, Ill. It required two years to train all salesmen, working on a rotating basis. Since then each salesman attends once a year.

To prove that polyethylene had volume sales potential, the New York area was selected as the testing ground. U.S.I. geographical divisions are naturally and healthily competitive, according to McCarthy. So, when the New York division enjoyed a sudden spurt in sales, and polyethylene was obviously the answer, other areas were convinced. The experiment was extended to the Boston and Chicago areas next. By this time the far off areas were clamoring for help in selling polyethylene.

The company hit the second part of the problem—catching up with the industry leaders—with two weapons they well knew how to handle: intensive customer service and advertising-promotion that was actually additional service.

Seven polyethylene specialists were developed or hired and then placed at strategic locations—areas of highly concentrated business in polyethylene. These specialists have their own territories and customers, but they may be called upon to handle problems too difficult for less-specialized salesmen.

Coordinated advertising-promotion rounded out the campaign. U.S.I. produces "Processing Tips" and "Polyethylene News," in addition to informative advertising, all aimed at discussing universal problems and, and wherever possible, providing solutions. A series of ads which ran in business publications included swatches of polyethylene-coated kraft paper and polyethylene film. Since the company produces only the raw material for these products, the direct benefits fell to the customers of U.S.I. who actually make them.

McCarthy feels that the company's formula has been successful—a combination of soft sell and strong customer service. And, with new production facilities due to join the stream by the end of 1960, U.S.I. expects to be selling at a rate of 250 million lbs. of polyethylene a year—100 million lbs. more than in 1959.

#3 triumphs
of an advertising
decision maker




HE PAID FOR ONLY THE READERS THAT HE COULD SELL

This man's halo represents pure gold. He won it by saving his client money. He knew that he could reach a great many of his client's prospects with mass circulation media. But he knew too he'd be paying for many readers—a vast unwanted audience—in no way interested in what his client had to sell.

HEARST magazines

13 keys to the special interests of 13 groups of people . . . Good Housekeeping
Popular Mechanics • American Druggist • Town & Country • House Beautiful • Motor • Science Digest
Motor Boating • Sports Afield • Bride & Home • Harper's Bazaar • New Medical Materia • Cosmopolitan



As in any large company, comparison and selection starts with group discussion at Caterpillar Tractor Co. Machinery and Tools Buyer R. J. Derlinga (left) here meets with James Crim, Planning and Tooling Manager, to discuss needed equipment.



How catalogs help Caterpillar compare and buy

As the world's largest manufacturer of diesel engines, tractors, motor graders, and other earth-moving equipment, Caterpillar Tractor Co. is also one of the biggest buyers and users of production machinery and equipment. Here, R. J. Derlinga, Machinery and Tools Buyer in the Aurora Plant, condenses some of his company's thinking on the value of catalogs, and how they can be most useful:

"Manufacturers' catalogs can help a group of our people reach agreement on what we need—faster and more conveniently than anything else. When we can sit down with good catalogs, the whole process of comparison, discussion, and selection is immeasurably speeded and simplified.

"The only problem arises when we do not have the catalogs we need. One solution to having catalogs when needed is Sweet's Catalog Service. Catalogs in a Sweet's Catalog File are always at hand, never misplaced or lost. Extremely helpful and time-saving are both the classification of catalogs by major product types and the indexing of them by companies, products and trade names.

"Experience has convinced us that any manufacturer can better serve the product-information needs of buyers when his catalog is 'in Sweet's.' These Catalog Files are consistently an outstanding source of specifying and buying information."



SWEET'S CATALOG SERVICE

Division—F. W. Dodge Corporation
119 West 40th Street, New York 18
Service offices in principal cities

Sweet's helps you market—the way industry wants to buy

in the suburbs The Philadelphia Inquirer reaches 706,000 adult readers.

In Delaware Valley, U.S.A., The Inquirer's greatest readership is in the "buyingest" part of the market—the suburbs.* That's where 58% of the population lives. That's where 60% of the

market's buying-power comes from. That's where The Inquirer reaches 30% more adult readers (164,000) than the other major daily. That's why your advertising belongs in The Inquirer!

*Source: "Philadelphia Newspaper Analysis" by Sindlinger & Company, Inc.



The Philadelphia Inquirer

Good Mornings begin with The INQUIRER
for 1,406,000 adult daily readers

NEW YORK
ROBERT T. DEVLIN, JR.
342 Madison Ave.
Murray Hill 2-5838

CHICAGO
EDWARD J. LYNCH
20 N. Wacker Drive
Anderson 3-6270

DETROIT
RICHARD I. KRUG
Pemberton Bldg.
Woodward 5-7200

SAN FRANCISCO
FITZPATRICK ASSOCIATES
195 Montgomery St.
Garfield 1-7940

LOS ANGELES
FITZPATRICK ASSOCIATES
3460 Wilshire Boulevard
Dunkirk 5-3557

Planned Obsolescence Starts to Slip

Planned obsolescence, or, in polite society, the alteration of superficial characteristics on a product to create an easily discernible difference between model years, is **on its way down**.

Once the private property of the auto maker, planned obsolescence was some years ago embraced by the major appliance makers . . . and more recently has been employed with great success by marketers of practically every commodity from outboard motors and office machines to tractors and bathroom scales, not to mention a host of small appliances. But now, the two biggest birds show signs of leaving the flock.

One is the **auto industry**. In this field, where a change in the shape of a fender porthole once made hundreds of thousands of cars almost undrively obsolete, evidence of change is strong.

American Motors, sticking to its "basic excellence" promotion, has made no major design changes in the three model years since the modern Rambler was born. Studebaker shows little desire to alter the Lark in the near future. Even the Big Three promise to keep their compacts free of value-robbing design changes. All told, these cars now represent over 20% of the auto market.

To be sure, the makers of **full-size cars** are still giving yearly face liftings. But even they are beginning to de-emphasize appearance in favor of safety, comfort, tangible product improvement.

The major appliance industry, crown prince of the quick change artists, also shows definite signs of weakening its dependence on style obsolescence.

If yearly styling change is de-emphasized in autos and appliances, what will emerge to take its place as a selling tool? The answer **can only be technology**. With regard to the major appliances, Herman F. Lehman, v-p and general manager of GM's

Frigidaire Division, says that "In the exciting technological decade ahead, the limiting factor is not scientific development but the ability of our industry and the American consumer to accept and incorporate change with the same speed with which science is pushing forward."

New Eminence for Technology

True, technology has always been a major marketing factor, but it will achieve new eminence.

Already created in the laboratories of the auto makers and the heavy appliance manufacturers are gas turbine engines, ultrasonic dishwashers, electronic ovens, many other space-age products. Most of these will not be marketed in the '60's. But manufacturers will be working feverishly towards the day when they **can** market their dreams. Bit by bit they will **bring products closer** to this goal. All the while, automatic control systems, other innovations, will be dribbling down from the world of science to be incorporated into products for regular consumption.

B. A. Chapman, head of American Motors' Appliance Division, has already announced that after 1960, Kelvinator will end annual new model introductions, but will bring out new models when "significant product developments" are ready.

What About Other Products?

But what of makers of the hundreds of **other** types of hard goods, many of whom have only just begun to regulate obsolescence?

First, let us emphasize the point that planned obsolescence will **never disappear entirely**. Some industries may continue to rely on it as a major factor in marketing plans, while many other industries have never emphasized it. Some will turn

to technology as the auto and large appliance makers are doing. Others will find other paths to follow.

Changing Market Affects All

But the important thing is this: The same set of circumstances that is trumping the obsolescence of the auto makers is being played against marketers in virtually all fields.

Here are just a few of the circumstances that are changing marketing thinking:

- The growth of leisure time and the improvement of communications has opened many **new and expensive fields** to the consumer. People are anxious to try new and different things: boating, travel, luxury items, and many, many more . . . and are willing to forego latest models to do it.
- The **consumer is getting smarter**. He is getting tired of spending his money on products that just claim to be new. It takes a lot more than claims alone to get him excited enough to buy.
- **Imports** are already posing a serious threat to some industries, will creep into many more as time goes on. It is often impossible to compete, price-wise, with the imports, and remain fully healthy; better, more advanced products are one answer.
- There is a growing phenomenon which Fortune calls "keeping down with the Joneses." As higher incomes, easier financing have made more and more luxury items available to the masses, traditional symbols of prestige have lost ground. In fact, something of a reverse reaction has set in. For the first time in recent history, people are finding it more fashionable to **not** buy a new car, but pour money by the bagful into "genteel" things: sailing, travel, the arts, gourmet cooking.

Problems Will Arise

Obviously, the marketer must have something new to market. Perhaps he won't have a major innovation every year, but he'll have to have them **more often** than ever before.

These improvements won't be cheap. Research and development expenses will soar; errors will be more costly than ever. To combat this, more expensive market research will be needed.

Another expense: Profits may have to be cut at times to enable a product with a major improvement to be marketed at a **competitive price**.

These higher costs mean that it will be harder than ever to wheedle bigger advertising and promotion budgets from top management.

But **more advertising will be needed**, because:

- Consumer resistance to advertising has been building up.
- There is more competition for consumer dollars.
- Technological improvements are often difficult to explain satisfactorily.
- Advertisers must use the same superlatives on really new products that they deadened on trivia in the '50's. These must again be made meaningful.

The marketer will also be faced with "**dead**" years during which he has nothing really new to sell. If he makes several different lines, he may choose to shift his advertising so that the product with the **most recent improvement** gets the bulk of the promotion. He may save up design changes, in the manner of the European auto makers, and incorporate them all into one "dead" year model. Or he may lapse into an image-building campaign.

Another headache will be **sales training**. As technological improvements take the limelight, it will be more important than ever that company, distributor, and retail salesmen know the full story. And, because the selling points will be more technical, salesmen will be more difficult to teach.

In the long run, the **marketer will win**; it is always easier to sell a better product. But he'll have to shake loose from many of the bad marketing habits he accumulated in the '50's in order to do it.

THE NEW YORKER creates

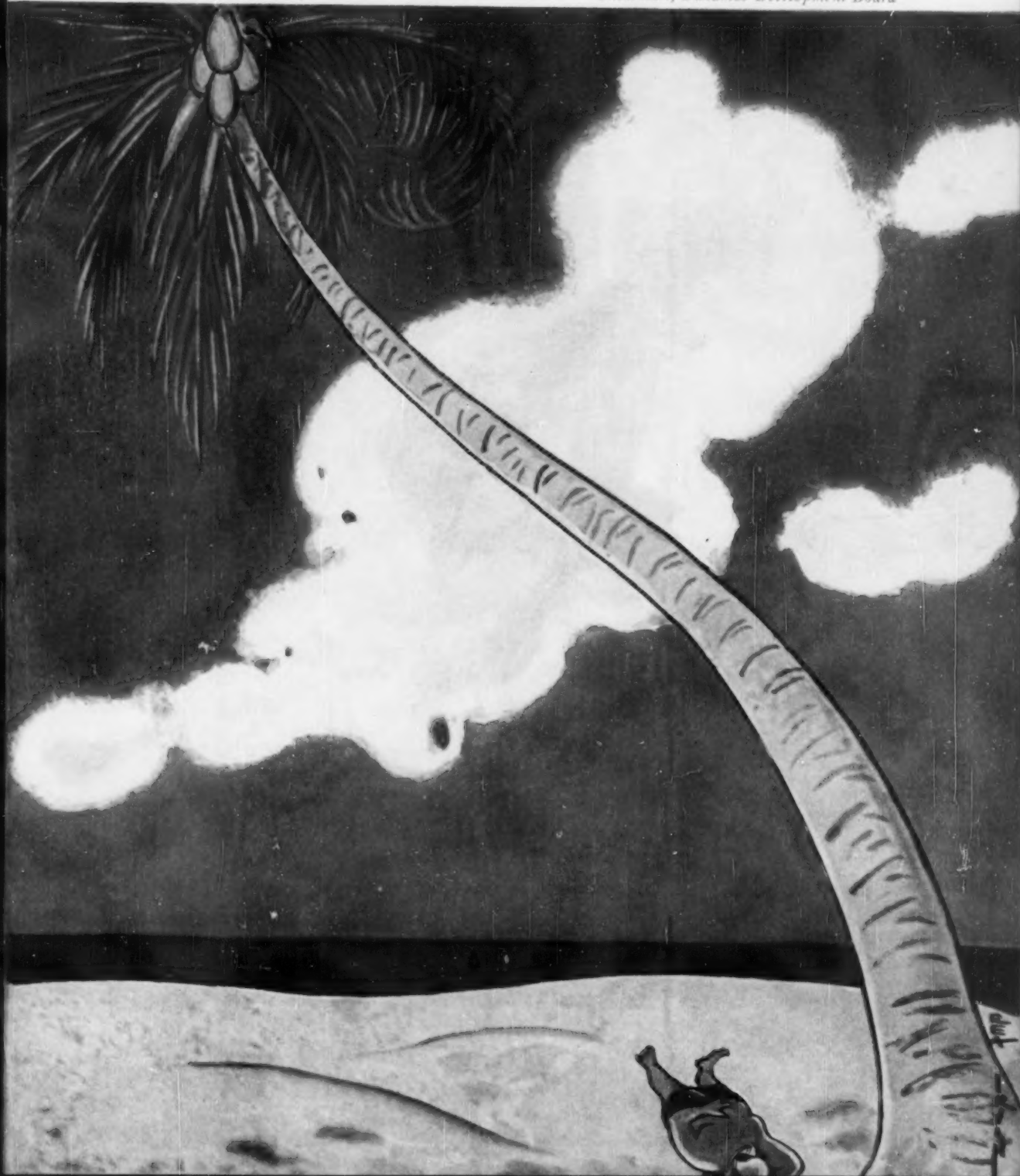
COPYRIGHT © 1962, THE NEW YORKER MAGAZINE, INC.

"The New Yorker stimulates the desire to travel. Its pages include many features that appeal to The New Yorker's travel-minded audience. And they respond. That's why the Bahamas Development Board has used The New Yorker as an advertising medium so effectively for 27 years."



Stafford L. Sands

*Stafford L. Sands, C. B. E., M. H. A.
Chairman, Bahamas Development Board*





Fairmont Foods to Air Light Plastics Products:

**"Your plastic containers present
our ice cream at its selling best—
and results prove it!"**

MR. W. E. COPELAND, *Ice Cream Merchandising Manager, Fairmont Foods Company, Omaha, Nebraska reporting:*

"Two years ago, we switched to 16 oz. plastic containers for our Delicia Ice Cream and Fairmont Sherbets. Sales went up overnight!

"Ice cream literally sells on sight—and plastic packaging helps buying impulse by displaying the rich creaminess of our ice cream and the vivid colors of our sherbets.

"And don't forget such plus values as tight fitting plastic lids that keep out moisture, help preserve flavor, and hold melting to a minimum."

Ice cream is one of a long and growing list of food products that owe a large share of their success to plastic packaging. Have you investigated plastics for your product lately? Write for the molded package evaluator designed to help you determine if molded packaging can help improve sales for you. Monsanto Chemical Company, Plastics Division, Room 741, Springfield 2, Mass.

Monsanto supplies a wide
variety of Lustrex®
styrene molding compounds
to America's leading
molders of plastic packaging



MONSANTO DEVELOPER IN PLASTICS

*Sometimes
we have to say
"no"*

WOMEN KNOW and understand their own language when it is spoken to them—but it is in a world of men, and of men's language, that the media of communications are evaluated. How, then, are men to understand a magazine that speaks in the tongue of Woman?

Perhaps in this way. One thing known both to men and to women is this: A lady must say No many times to give full meaning to her Yes.

This is as true of the good and cautious mother and of the careful shopper at the vegetables counter as it is of the palpitating bride-to-be. In Woman's language, love of a child, of an ideal, of a purpose, is often expressed in the negative; as a refusal of the permissiveness that would seem easy and relaxed—but would be in fact an act of unloving.

* * *

So it is with Good Housekeeping. Because this magazine is womanlike in its caring, it must often reject what might be glitteringly attractive on the surface, but dangerous or impure in its nature or its ultimate effects.

THE PEOPLE of Good Housekeeping have, for example, shunned the methods which would easily and automatically have added great numbers to the total circulation. There have been no "Subscriptions in arrears"; no "short terms" at drastic rates have been used to attract the casuals; and of course no subscribers inherited from defunct publications are masquerading as Good Housekeeping's own. This audience, then, is an honest accumulation of those women who care most about what this magazine is best able to give them. Presently, in such a low-pressure atmosphere, an average of four and one half million copies are bought each month. When six million or eight million women care enough about their homes, their families and their practical and intellectual and spiritual awareness to buy without being "sold," the circulation will grow, without fanfare or frenzy, just as it always has (29 percent in the past four years, incidentally—a greater percentage of growth than that of any other women's service magazine).

AS AN advertising medium, too, Good Housekeeping is unique in all the world, not only for the nature of its gentle No, but the impact of its rousing Yes. On the one hand, dozens of advertisements each month are rejected outright or revised to the magazine's order in consideration of technical fact or commonly understood truth. All the facilities and personnel of the great Good Housekeeping Institute combine to protect consumers and legitimate marketers alike through a policing activity that is everywhere recognized as beneficial. And, on the other hand, every *accepted* advertisement carries the unequalled, money-back Consumers' Guaranty of Good Housekeeping itself. (More than 40,900,000 women* believe the Guaranty Seal has a direct influence upon their own buying selections.) How small a surprise it is, then, that the magazine whose scruples require it to say No more often than any other is so thoroughly understood and admired by business that it carries more pages of advertising than any other in its field—and has, of course, for each of the past 37 years!

BUT SURELY it is as a steady and purposeful editorial force that Good Housekeeping is most notable—not with a crumb of content for every person of every sort, but with the whole glorious cake for women who want just that; not with a phantasmagoria of bright illusions for those who glance through the pages to be quickly dazzled, but with the substance that satisfies woman as a practical, self-identifying creature; not with the secrets of boudoir and consultation room, but with the verities that ring true in minds eager for all that is rightly theirs to know. To the writer who says, "But sex always sells," or to the illustrator who wants to distort mood "to give the page a smash," we have to say No. But often enough we say Yes so that in this year, as in each of the past 22, Good Housekeeping offers more pages of everything that is right for our kind of reader than does any other magazine; and in quality, there has never been a contest.

* * *

If such a sound and secure enterprise in publishing is important in your own plans, won't you allow a representative of Good Housekeeping to tell you how this magazine can shorten the time and reduce the cost of marketing *your* product?

A HEARST MAGAZINE

Good Housekeeping




MAGAZINE AND INSTITUTE

*Crosley, S-D Surveys, Inc.

Sales Management January 15, 1960 23

RESCUE IN SUPER CANYON



Today's supermarket is a complex canyon of packaged products—in thousands of varieties. The busy shopper faces a confusing expanse of patterns, shapes and colors in every direction. . . . Many good products get lost in such a setting. It is here that superior packaging can make its greatest contribution with visual design that answers the shopper's call, quickly and clearly, like a visual echo.

Container Corporation's Design Laboratory uses its special combination of tools, techniques and personnel to equip packaging of every kind with the visibility to be seen and the sales appeal to be wanted.

Let Container Corporation packaging blaze a shopper's trail directly to your product.

CONTAINER CORPORATION OF AMERICA



FOLDING CARTONS
SHIPPING CONTAINERS
SEPTON FIBRE CANS
PLASTIC PACKAGING

38 SOUTH DEARBORN STREET, CHICAGO, ILLINOIS

profitable overuse

The "Leader-Look," SM, Nov. 20, is good in basic concept. I do object, very violently, to your statement that a prime tool has been advertising, but "Advertising is showing signs of wear from overuse."

... While advertising is showing signs of wear by abuse, its basic sales power is demonstrated daily. I'll be happy to send to Mr. Stahl a list of 20 or more firms (such as American Motors, Hathaway shirts, British Motors Corp., Volkswagen, General Foods, etc.) who have overused dynamic advertising to increase sales and dividends.

W. F. Randolph

Randolph Associates
Wellesley, Mass.

no more paperwork

Congratulations on a fine article, "What Happens When Sales Managers Are Freed of Paperwork?" [SM, Nov. 6] This serves effectively to highlight a current and growing problem in sales organizations. Your magazine scores consistently in presenting articles which are really constructive.

Larry Dussault

Sales Promotion Manager
Acro Division
Robertshaw-Fulton Controls Co.
Columbus, Ohio

Hush Puppy trail

Your Hush Puppies story ["Why 'Hush Puppies' Bark So Loudly," SM, Nov. 20] is a honey.

There is one point, however, which you do not mention, and I think this was an important factor in the success of their advertising. ... The ads carried dealer listings, showing stores where Hush Puppies could be bought in every town in the distributing newspaper's marketing area.

Lionel B. Moses

Parade Publications, Inc.
Chicago, Ill.

Buying Power in the attic

Since I closed my office last year I have been scattering my research library around, and have sold some of it. I have a set of Sales Management's Survey of Buying Power issues, complete for the years 1928

through 1956, except for the year 1943. All copies still have their covers and are in good condition.

Is there any market for these? It seems a shame for them to gather dust in my attic when someone could use them; but I would sell rather than give them away.

G. Myron Gwinner

Manchester, Mo.

► Any readers interested may contact Mr. Gwinner at Henry Rd., Rte. 1, Manchester, Mo.

straightening the record

Sales Management erred in its story headlined "How to Beat Imports" [Marketing Newsletter, SM, Nov. 20]. The innovator of aggressive promotion of U.S.-made farm and garden hand tools (on bases of make, price and re-order availability) was The Wood Shovel & Tool Co., Piqua, Ohio.

W. S. & T., in January 1959, ran an ad headlined "Now . . . U.S.-Made Tools at Foreign Import Prices" in Hardware Age, Hardware Retailer, and Hardware & Housewares. Major hardware and building supply publications editorially noted Wood's offensive strategy in March and April '59 issues.

Thus your story wrongly credits strategy to competitors who followed Wood's leadership eight to ten months after the policy was broadcast to the trade . . .

F. E. Elliot

Vice President
The Warner P. Simpson Co.
Columbus, Ohio

► SM regrets the oversight to The Wood Shovel & Tool Co. Unfortunately, our research turned up the followers but not the leader.

satisfied plus

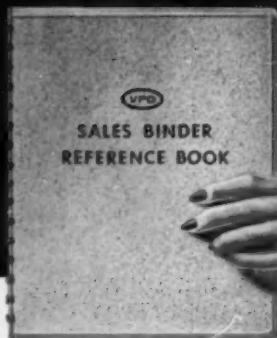
... You handled an undeserving subject [Lee H. Bristol, Dynamarketer, SM, Dec. 4] with great generosity.

Lee H. Bristol

Chairman
Bristol-Myers Co.
New York, N.Y.

(continued on page 26)

IF YOU NOW (or ever will) BUY SALES PRESENTATION BINDERS



... we'll give you this
invaluable

VPD SALES BINDER REFERENCE BOOK

FREE

Describes, illustrates and gives prices of over 45 different styles (in many sizes and colors) of ready-made VPD SALES BINDERS.

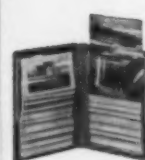
HELPS YOU TO:

**CUT BINDER COSTS
DRASTICALLY** — ready-made VPD BINDERS are far less expensive than custom-made jobs.

DEVELOP PRESENTATIONS FASTER, MORE EASILY — you can select a style and size (7 x 5 up to 24 x 18) from over 400 different "in stock" VPD binders immediately and tailor presentation material to it.

ELIMINATE WORK, HEADACHES — no nuisance of "working out" a binder, no time wasted explaining specifications, approving samples. Just look thru VPD REFERENCE BOOK and select.

MEET DEADLINES EASILY — all VPD BINDERS are ready for immediate delivery from your stationer.



**WRITE NOW FOR YOUR
FREE COPY OF THE #10
VPD BINDER REFERENCE BOOK
to: JOSHUA MEIER COMPANY, INC.
601 West 26th Street, New York 1, N. Y.
manufacturers of sales binders since 1933**

TOPS

in

QUALITY of CIRCULATION

Covers 91.3% of stores with sales over \$50,000 per year—who do 80% of all hardware business!

VITALITY and GROWTH

10% higher in paid circulation than the second book! In 5 years, 4 times the growth of the next largest-growing book.

WHY? Because these leading dealers and wholesalers say they "Depend upon it the most" . . . according to Fall, 1959, national surveys by independent Market Research Bureau.

Make your basic trade choice.

HARDWARE RETAILER

-SM LETTERS (Continued)

old girl friends read, too

Thank you very much for the wonderful play that Fedders received in your December 18 issue ["Fedders Sets the Pace in Glamorous Travel Incentives"] . . .

In case you wonder whether your book is closely read, I must report that on the basis of your story I have received correspondence from four ex-classmates, two salesmen selling subscriptions, a former girl friend and a fellow who loaned me \$10 about three years ago.

Our advertising manager has asked me to request permission to reprint the entire article . . .

Jerry Lansky

Director of Public Relations
Fedders Corp.
Maspeth, N.Y.

complimentary sampling

Some months ago I read an article about modernizing trademarks, with pictures showing the evolution of some trademarks throughout the years. Since most of the good things and ideas that I see come from your publication, I wonder if this could be one of your articles? . . .

Paul R. Stewart

Sales Manager
The C. Schmidt Co.
Cincinnati, Ohio

► SM, all puffed up by reader Stewart's kind words, hopes that one of the six trademark articles forwarded contains some of the particular "good things and ideas" referred to.

I would like permission to reprint the charts which appear on pages 10 and 11 ["Five Significant Trends that Will Change Tomorrow's Marketing"] of your Nov. 10 edition, in our company publication, "Preview."

The charts of these significant trends are quite pertinent not only in our operation but also to everybody engaged in the marketing field . . .

William F. Egan

Manager, Advertising and
Sales Promotion
The National Accident and Health
Insurance Co. of Philadelphia
Philadelphia, Pa.

ACB PROVIDES Current Advertising and Marketing Information from 1,393 Key Cities



The ACB Retail Store Advertising Report Service

Gives quick, accurate information on the newspaper advertising you ought to see... advertising by your own dealers... your competitor's dealers... can include national advertising as well as test campaigns if desired... you specify the territory to be covered and brand names to be reported on... widely used by merchandisers whose goods are sold through retail stores.

©This service is sometimes called "Dealer Tie-In Reports." Use it for a single city—or for any and all the 1,393 U. S. daily newspaper markets. You specify what territory you wish covered, and which products or brands are to be included.

Then as ACB reads the daily newspapers, it marks and reserves any page containing an advertisement called for by your coverage.

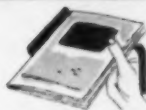
After each advertisement is analyzed and measured, a report is typed covering all advertisements collected. The information usually desired in these reports includes the following:

- A) City and State B) Publication
- C) Date of Issue D) Name of Store
- E) Brand Name of Product
- F) Price of Product Advertised
- G) Size of Advertisement

A summary is included as part of the report and shows overall totals or "Number of Ads," "Total Linage," etc.

In addition to "Retail Store Reports" described above, ACB offers the following Services: Tear Sheets... Schedule Listings on National Advertising... Linage Reports on National Advertising... Cost of Space reports on National Advertising... Paste-ups for Salesmen... Unduplicated "Ad" Service... Outstanding & Representative Ads... Dealer Mat Service... Scrapbooks... Position Reports... Radio & TV Log Listings... Advertised Price Reports... Dealer Cooperative Advertising Services... Brand Mentions... Magazine Clipping & Space Reports

Contains Many Useful Suggestions



Advertisers are constantly finding new uses for the various ACB Services. Here are typical examples described in ACB's New Catalog. How to—

- gauge local promotion in 1,393 cities
- give salesmen city-by-city sales data
- increase your lineage over dealer names
- get complete details on your dealer ads
- get details on competitive dealer ads
- guard against trademark infringements
- make co-op campaigns run efficiently
- "scout" field for new developments
- reduce wastage of dealer mats
- keep an always up-to-date scrapbook
- rate hundreds of "positions" at a glance
- locate "mentions" in advts. of others

ACB Report "Boils It Down" from 22 tons to 1.8 pounds



The ease of receiving and digesting marketing information in "report form" is illustrated by a monthly report on Retail Store Advertising which was recently prepared for a manufacturer

of women's apparel.

To prepare this monthly report, ACB examined 31 daily and Sunday issues of 1,750 newspapers weighing 22 tons.

From these 22 tons of newsprint, ACB recovered 5,034 tearsheets of interest to our client. The weight of these tearsheets was 148 pounds.

The information contained in the 148 pounds of tearsheets was then condensed into a typewritten report weighing 1.8 pounds—each advertisement being listed alphabetically by city within each salesman's territory, so that all important data regarding each advertisement could be seen at a glance.

ACB's BIG 48 page catalog sent FREE!

ACB Saw It Happen!

A famous agency had released a big new campaign for a big-time advertiser in a bitterly competitive field... orders mailed... plates shipped... agency receives its ACB Unduplicated Service... OUCH *?! Coincidence *?! STOP THE PRESSES... a competitive campaign had started... with identical copy theme... almost identical layout and art... ditto typography... it was a once-in-a-million-coincidence... but ACB saw it happen! —From "Case Histories", ACB CATALOG.



Much Basic Data!

ACB's big catalog contains a directory of all daily Newspapers in the U. S.; 10 pages of tables from the U. S. Dept. of Commerce Report, showing number of stores and sales by states in each of 101 retail store classifications.

The ACB Catalog tells how charges are based on each service.

Send for your ACB Catalog today!



ACB SERVICE OFFICES

- 353 Park Avenue South, New York 10
Phone: MUrray Hill 5-7302
- 18 So. Michigan Ave., Chicago 3
Phone: STate 2-7874
- 161 Jefferson Ave., Memphis 3
Phone: JACKson 7-0595
- 20 So. Third Street, Columbus 15
Phone: CAPitol 1-1716
- 51 First Street, San Francisco 5
Phone: SUtter 1-8911

No Wonder Rambler Fleet Sales Are Up **166%!**



1960 RAMBLER AMERICAN 2-DOOR SEDAN



1960 RAMBLER AMERICAN STATION WAGON



1960 RAMBLER 6 SUPER 4-DOOR SEDAN



1960 RAMBLER 6 SUPER
STATION WAGON

Fleet Operators Know
They Save Real Money
When They Switch To

RAMBLER!

Rambler's record-breaking fleet sales are proof that many operators consider Rambler the soundest fleet investment. Rambler costs less to buy. Rambler—the recognized economy leader—gives more miles per gallon. Rambler has the top resale value of all low-price cars. What's more—Rambler is the original Compact* car proved by 10 years' experience and 25 billion owner-driven miles. It's good business to switch your fleet units to Rambler.

*Trademark American Motors

Write or Wire
FLEET SALES DEPARTMENT
DEPT. L-115
AMERICAN MOTORS CORP.
14250 Plymouth Road, Detroit 32, Michigan

*World's Largest Builder
Of Compact Cars!*

28 Sales Management January 15, 1960

FLEET LEASING ARRANGEMENTS AVAILABLE

If your firm leases fleet units, ask your leasing company for low Rambler rates or write us for the names of leasing companies with whom we have working arrangements for your convenience.

"Darn
That
Farm
Journal!"



Janice Christensen of Page County, Iowa, as featured in Farm Journal

Janice Christensen is furious! Having to practice when she could be out playing. In many ways, youngsters (and mothers) are the same everywhere.

Prosperous farm families provide a grand market for baby grands—and just about every other consumer product imaginable. Their wants are big. Their purchases are big. (The average FARM JOURNAL family *spends* more than \$13,000 per year.) They buy the best.

If you sell a consumer product, don't overlook this high-buying market. The ground rules for profitable selling are

simple: Nothing influences farm families like a farm magazine—and no farm magazine means so much to so many as FARM JOURNAL, *the biggest in the country.*

A FEW OF THE MANY CONSUMER ADVERTISERS IN FARM JOURNAL

Baldwin Pianos • Lucky Strike • New York Life • Dodge
Niagara Health Appliances • Speed Queen • Toastmaster
Western Auto Supply Co. • S & H Green Stamps • Murine
Carnation Company • Gamble-Skogmo • State Farm Mutual
Simplicity Pattern Co. • Ford Motor Company • Drisan
Knox Gelatine • Jergens Lotion • Del Monte • Kem-Tone
Norwich Pharmacal • Anacin • Philco • Coats & Clark's
Seven-Up • Winstons • Chevrolet • Fleischmann's Yeast
Vaseline • Mirro Aluminum • Colgate • Kellogg's.

The magazine
farm families everywhere
depend on . . .



GRAHAM PATTERSON, Publisher
RICHARD J. BABCOCK, President

"I hope their product



Six Steps To Successful Selling...

1 Make Contact

2 Arouse Interest

3 Create Preference

will answer my problem,"

*says an Industrial Chemicals Division Manager,
Heavy Chemicals Manufacturer. "I sent
for a sample from the ad. If it works, we'll buy."*

These are *direct quotations* from McGraw-Hill subscribers. They are taken from continuing readership studies that show how your advertising in McGraw-Hill publications can *stimulate buying action*.

"We discussed this ad in the department, then recommended purchase. The machine was bought."

*Chief Tool Engineer,
Tractor Manufacturer*

"We were looking for this, and their ad gave just the information I wanted. We bought some."

*Purchasing Agent,
Marine Construction Co.*

"We got interested in their pipe from reading the ad, then specified it. It has been ordered on the job."

*President,
Consulting Engineering Firm*

"The features they advertise are of vital importance to us. I've written them."

*Senior Design Engineer,
Aircraft Manufacturer*

"We saw their ad, and ordered a few sets to try out."

*Maintenance Superintendent,
Transportation Co.*

"I wrote for further information, and they referred me to their local man. He came out and sold us a machine."

*President,
Ice Cream Manufacturer*

"After seeing the ad, we called their man in. He showed us what to use, and we bought about \$5,000 worth of screens."

*Tipple Foreman,
Coal Company*

Advertising is one of your primary tools in selling to business and industry. *Concentrated* in McGraw-Hill publications serving your primary markets, it speeds your salesmen over the preliminary steps, allows them more time for selling. Your McGraw-Hill representative will gladly furnish additional evidence of buying action among more than a million key men in business and industry who pay to read McGraw-Hill magazines.



McGRAW-HILL PUBLISHING COMPANY, INC., 330 WEST 42nd STREET, NEW YORK 36, N. Y.

4 Make A Proposal

5 Close the Order

6 Keep Customers Sold

More Advertising Here

Means More Sales Time Here



your
first
and biggest
step

**TO TELEVISION COVERAGE
IN THE ENTIRE SOUTHEAST
IS CHARLOTTE-WBTV**

Make your own comparison!

NCS #3 gives CHARLOTTE-WBTV 632,070 TV homes. Atlanta has 579,090. Louisville 509,480. Birmingham 587,800. Memphis 453,240. CHARLOTTE STATION "B" 442,690. Miami 434,800. New Orleans 380,020. Nashville 366,560. Norfolk-Portsmouth 337,580. Richmond 311,680.

Take the biggest step first—enjoy Charlotte's invigorating sales climate. Contact WBTV or CBS Television Spot Sales for the complete market story.



JEFFERSON STANDARD
BROADCASTING COMPANY

What the FTC Expects from Sales Management

Business is facing a difficult year—one of investigation, of policing, of suspicion. The result could well be more Government regulation—of prices, advertising, labels, products, distribution, of virtually every phase of marketing.

The aim of these investigations and policing activities—and of the additional Government regulation that may well follow—is to protect the consumer, to destroy unfair competition and illegal trade practices. Yet most of these attempts will be piecemeal legislative solutions which might well restrict free enterprise while attempting to prevent unfair competition or protect the consumer.

As this situation develops in Washington, the Federal Trade Commission is emerging as a new, more powerful force with which business must reckon. The FTC is becoming one of the most prominent Government agencies. Its activities will be watched carefully this year by business, consumer groups, and legislators.

Under the direction of its new (since last June) chairman, Earl W. Kintner, the FTC will be

more active this year than ever before in its investigations and policing activities—and in its stout insistence that "too much further regulation is apt to whittle away at free enterprise."

Sales Management talked to Earl Kintner about marketing practices, about what Congress has in store for business, about what the FTC expects from sales management in 1960. Kintner talks freely here and discloses his own personal views and the official position of the FTC on several important marketing issues.

His comments reveal his strong beliefs as to what the FTC demands of business. He makes it abundantly clear that only business itself has the power to head off further restrictive legislation. And his recent actions have demonstrated that the FTC can be very tough on business.

Kintner, at 47 years of age, is regarded by marketing executives who know him well as "one of the finest, most capable men in Government." Here, in a private talk with Sales Management, Earl Kintner, a man whom business should watch, speaks to sales management.

An Exclusive Interview

Q. Mr. Kintner, where will the current FTC and Congressional investigations of television advertising lead?

A. I would anticipate that this present situation, stirred up first with respect to the broadcasting industry and now with respect to the entire advertising industry, will result in inventory-taking, both by the broadcasting industry and by the advertising industry as a whole; and out of this inventory-taking should come substantial improvements.

Q. How tough will the FTC get in its investigations of television advertising?

A. The FTC will be as tough as is necessary to encourage the advertising industry to clean its own house.

By that I mean that we are embarked upon a policy of encouraging voluntary compliance with the Law on the part of the great majority of businessmen who are law-abiding and wish to abide by the Law. At the same time, we recognize that this policy must fail unless this agency and other agencies that regulate American busi-

ness have in their hands the big stick and are willing to use it against the recalcitrant few who willfully disobey the Law.

Q. But doesn't this big stick get more difficult to wield in the face of an expanding economy and the wide variety of areas of responsibility assigned to the FTC by Congress? Can the FTC operate if it utilizes the presently accepted standards and methods of legal process?

A. I believe that the laws under which the FTC operates (and this is my personal belief) are entirely adequate, if the agency is willing to search out every reasonable means for doing its enforcement job and for encouraging the business community to engage in voluntary compliance programs.

Q. Do you mean that the FTC does not need some "special" legislation affecting the means it must utilize to enforce the antitrust laws and other laws?

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What the FTC Expects from Sales Management

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A. We have asked for legislation to strengthen our program against unlawful mergers, including a request to the Congress to authorize the FTC to apply to the courts for temporary injunctions to prevent the scrambling of the eggs in merger cases before the administrative agencies' work can be done and done effectively.

We have asked for legislation requiring advance filing of information which will aid us in better handling and enforcement of the Anti-Merger Law [Section 7 of the amended Clayton Act]. In my judgment, no additional legislation is now necessary.

Q. But is your current budget of nearly \$7 million large enough?

A. We do need — and I suppose we have always needed — more money to do a proper enforcement job. We are hopeful that the Bureau of the Budget and Congress will grant us next year a reasonable additional amount in our budget, and that this will enable us better to discharge our responsibilities under existing law.

I, for one, believe that the government is best which governs least, although I recognize that there must be a reasonable amount of government restriction on absolute freedom. I would want that government restriction to be only that which is necessary to keep our capitalistic, competitive free-enterprise system operating in a healthy state.

Q. Just how much more government restrictions — of advertising, prices, and marketing practices — can business stand without free markets being lost or free enterprise being harmed?

A. I have in recent months expressed my fears (they're the fears of one man but I think they are shared by many) that too much further government regulation, the passage of too much restrictive legislation, is apt to whittle away at the free-enterprise system, to erode it until too little is left of that free-enterprise system to permit a healthy, competitive economy.

I have been alarmed at many of the proposals made in the Congress in many of these areas. For example, the Price Notification Bill [S. 215, 86th Congress, 1st Session] would have cast the Federal Trade Commission in a role of inquirer into the reasonableness of price rises in a considerable segment of American business. To me this type of control is not only unnecessary, but it is the antithesis of what one might expect in a free-enterprise competitive economy such as ours.

Q. What would you say business can do to head off such unnecessary piecemeal legislation that might restrict free enterprise while attempting to prevent illegal or discriminatory practices?

A. Business can discharge its responsibilities toward effective compliance with the Law. The Government has a responsibility for seeing that business abides by the requirements of the Law. But businessmen, like all citizens, have a moral responsibility for abiding by the Law.

There are not enough policemen to police every facet of American business. Complete compliance with the laws on the part of all businessmen can only come from the voluntary programs and action of business itself. The reliance which our democracy must place upon the average citizen's responsibility toward his fellows and toward his government, and the average citizen's willingness to abide by the Law, extends also to the businessman.

I would like to see more voluntary compliance programs

(continued on page 36)

Congress to Consider Rash of Marketing Bills in '60

A rash of marketing bills—most of them restricting marketing—will be introduced, considered and debated by Congress this year. One or more will probably be passed in 1960. Others will be introduced again and again.

Last year, in the first session of the 86th Congress, some 50 different pieces of marketing legislation were proposed. The total number of actual bills, in Senate and House, was over 100. These proposals, many of which could be detrimental to business, were put forward to deal with a variety of national and business issues.

Undoubtedly another batch of bills affecting marketing will be introduced in the current session of the 86th Congress. These new bills, together with those of the first session, give Congress the power and opportunity virtually to legislate our government into the dominant spot in our competitive free-enterprise system.

The aim of these many sales regulating bills, of course, is not government domination of business in itself. The aim often is the protection of self-interest in the face of free competition in the marketplace. Much of the proposed legislation is actually inspired by self-interest groups—small business, retailers, dealers, distributors, wholesalers, manufacturers—seeking to shield themselves from the intense competition in today's marketing. Yet the net effect of such legislation is in many cases to restrict or destroy, rather than encourage, free competition and free enterprise.

To let marketers judge for themselves, Sales Management presents here a summary of the marketing legislation introduced in the first session of the 86th Congress.

The listing was compiled by the Marketing Committee of the National Association of Manufacturers as a service for its members.

The FTC Chairman

After 11 years with the Federal Trade Commission, Earl W. Kintner was appointed its chairman in June 1959. Earlier, he had been an FTC trial attorney, legal adviser and, since 1953, the general counsel.

A 47-year-old native of Indiana, he graduated from DePauw and Indiana universities. He is very active in legal circles and is a former president of the Federal Bar Association.

As head of the FTC, Kintner is responsible for protecting competition in our private-enterprise economy. The FTC is charged by Congress to prevent unfair or monopolistic methods of competition and unfair or deceptive trade practices. To do this job, the FTC has an annual budget of close to \$7 million and a staff of about 650 persons.

Some of His Ideas

"We are the referees, not the players, in the game of business. Just as we don't want a game



Earl W. Kintner

without adequate rules fairly enforced, we also don't want a game whose players are hog-tied with regulations and encumbered with referees. The answer to this is self-discipline on the part of business. More than any single thing, it will eliminate the need for more law and more government. At the same time, law enforcement must be alert

and vigorous enough so that fair dealing never dies with a knife in its back . . .

"A few hot coals of illegality can be extinguished with quick adversary proceedings by the Federal Trade Commission, but if the fire becomes a conflagration, the public through Congress will put it out. The charred remains will be another freedom not protected by the self-discipline of individual businessmen . . .

"We at the Federal Trade Commission believe in capitalism. We are dedicated to the preservation of capitalism in a free competitive-enterprise system—backed up by vigorous enforcement of the antitrust ground rules . . .

"I believe that the Federal Trade Commission should pursue the twin policies of acquainting businessmen with the purposes and interpretations of the laws and of aggressively enforcing the commission's more than 5,000 outstanding orders . . . I believe that we should do away with ignorance as an excuse for violating the law . . ."



PRICING

"Good Faith" Pricing: Denial of right to meet competitor's equally low price, by elimination of "good faith" defense in price discrimination cases under Robinson-Patman Act . . . Bill No. S.11 (Kefauver, D., Tenn., and others); H.R.11 (Patman, D., Tex., and others).

Status: (Judiciary); hearings by Antitrust Subcommittee; reported to full committee without recommendation.

PRICING

"Good Faith" Pricing (reverse of S.11): Provides that "good faith" in meeting equally low price of competitors shall be a complete defense to charges of price discrimination under

Robinson-Patman Act; also permits freight absorption in good faith to meet competitor's price . . . Bill No. S.138 (Capehart, R., Ind.)

Status: (Judiciary); hearings by Antitrust Subcommittee; no action.

DISTRIBUTION-PRODUCT CONTROL

Tire Divorcement: Divorces tire manufacturers from their retail outlets by prohibiting sale of new, rebuilt, retreaded tires, tubes, etc., except through independent tire dealers; fines and imprisonment for violation . . . Bill No. S.52 (Murray, D., Mont.).

Status: (Interstate Commerce); no action.

PRICING

Price Pre-Notification: O'Mahoney bill prohibits price increases for 30 days pending public hearings before FTC by corporations of \$10-million assets in industries in which eight or fewer firms account for 50 percent of

the sales of the product. Reuss bill (Clark bill is identical) amends Employment Act to empower the President to hold hearings—directly or through any designated agency—on price increases which "appear to threaten national economic stability" and on wage increases affecting prices . . . Bill No. S.215 (O'Mahoney, D., Wyo.); H.R.6263 (Reuss, D., Wis.); S.2382 (Clark, D., Pa.).

Status: S.215 (Judiciary); hearings by Antitrust Subcommittee; no action. H.R. 6263 (Govt. Operations) reported favorably; pending before Rules Committee.

TRADE RELATIONS

Public Disclosure of Corporate Affairs: Requires filing of evidentiary trial briefs by United States before any final court decree, judgment or order may be issued in a civil antitrust action, including "consent decrees" and other voluntary settlements by companies. Bill No. S.310 (Long, D., La.).

Status: (Judiciary); no action.

What the FTC Expects from Sales Management

(continued)

developed in American business. I think that this type of action, probably in the long run, will result in more effective strengthening of the capitalistic, competitive, free-enterprise economy than any number of laws that might be passed by the Congress and signed by the President, or any number of investigators or attorneys that might be hired by the Government to execute those laws.

Q. One of these proposed laws is the Consumers Act of 1959, introduced last March by Senator Estes Kefauver and 23 other sponsors from the Senate. This bill would "establish a Department of Consumers in order to secure within the Federal Government effective representation of the economic interest of consumers." What is your position on this proposed Department of Consumers?

A. I do not believe the Federal Trade Commission has officially commented on that bill. In my personal opinion, the legislation may not be necessary.

Q. Why do you believe that?

A. The consumer has an important stake in the enforcement of the trade-regulation laws and the compliance of businessmen, voluntary or otherwise, with those laws. A great deal that we at the Federal Trade Commission do is of either direct or indirect advantage to the American consumer. The consumer's interest is also advanced in various ways by other agencies and departments of our government.

I believe that the better approach would be to establish close liaison between the leaders of consumer groups and the respective agencies. The consumer should be better educated concerning the work of this commission. We

believe that an alert consumer is the best bulwark or guard against chicanery and deceptive practices in business.

With this in mind, on December 21 and 22, the Federal Trade Commission held a conference on public deception. To this first conference we invited representatives of many consumer organizations. We expect that these representatives of consumer organizations will carry back to their members full information concerning the Federal Trade Commission's program as it affects consumers. This seems to me a far better approach than setting up a formal cabinet officer to deal with the consumers. After all, all citizens are consumers.

Q. As a means of protecting consumers, a number of labeling laws covering a variety of products have been proposed by many state lawmakers as well as Federal legislators. What is the FTC position on the supposed need for such labeling laws?

A. The Federal Trade Commission has, upon request, reviewed each labeling proposal as it has developed in the Congress and has made appropriate comments on the need for such legislation. As I understand and recollect its past policy, the commission has never advocated further labeling legislation simply because it is labeling legislation, but has looked to the Congress for the determination, through hearings and in orderly Congressional processes, of the extent of need for such labeling legislation. The commission has at all times offered to the Congress the assistance of its expert staff in the drafting of legislation which Congress, its committees, or its members wished to consider.

Q. Congressional committees have been actively investigating manufacturers' pricing policies. Would you explain the FTC position regarding the publishing of manufacturers' suggested list prices? In the absence of "controlled distribution" is it reasonable to expect any price to remain constant in every area in the country?



GENERAL MARKET REGULATIONS

Cost-Free Lawsuits: Stimulates treble damage actions and other private suits between manufacturers, or between manufacturers and distributors, by providing for recovery by plaintiffs of actual costs they incur in civil anti-trust proceedings . . . Bill No. S.311 (Long, D., La.).

Status: (Judiciary); no action.

GENERAL MARKET REGULATIONS

Finalization of FTC Orders: Makes Clayton Act "cease and desist" orders final without further recourse to Fed-

eral court; increases likelihood of corporations' being fined for innocent violation of initial orders; also tends to insure costly litigation in cases in which companies may heretofore have accepted such orders . . . Bill No. S.726 (Sparkman, D., Ala., and others).

Status: Passed by Congress and enacted as P.L. 86-107; court proceedings now in progress seeking to prevent FTC from finalizing all orders issued prior to effective date of law.

PRICING POLICIES

Mandatory Functional Discounts: Forces manufacturers to give more favored price discounts to wholesalers (by virtue of their classification as wholesalers) than they give to direct-buying retailers or consumers—regardless of volume purchases . . . Bill No. S.315 (O'Mahoney, D., Wyo. — Kennedy, D., Mass.); H.R. 927 (Rogers, D., Colo., and others).

Status: (Judiciary); no action.

TRADE RELATIONS

Civil Investigative Demand: Empowers Justice Department to obtain on "demand" any corporate documents Attorney General considers pertinent to an antitrust investigation . . . Bill No. S.716 (Kefauver, D., Tenn., and others).

Status: (Judiciary); hearings by Anti-trust Subcommittee; passed Senate; pending in House Judiciary.

DEALER RELATIONS

Ban on Dealer Financing and Insuring: Prohibits automobile corporations (including off-the-road equipment) from owning or operating finance or insurance subsidiaries. Aimed specifically at automobile majors, but principle inevitably would apply to wide range of industries now offering

A. The commission seeks to prevent deception. By advertising a "list price" with a lower price for sale, the advertiser is representing that the purchaser may buy at a saving from the usual and customary retail price. Where the published "list price" or "suggested list price" is inflated, meaningless, or fictitious, the advertiser is making a deceptive representation of savings offered to the buyer.

Q. But doesn't a reduction from a manufacturer's suggested list price result in the consumer's best interest?

A. Price reduction may, of course, be in the consumer's best interest. In cases involving deceptive pricing and in the Guides Against Deceptive Pricing, the commission has not sought to discourage price reductions, but has sought to prevent the representation of phony savings as real ones.

Q. That type of deception strikes all the way to the consumer. On the other hand, would you say the FTC has detected an increase in illegal hidden discounts, rebates, secret allowances, illegal cooperative advertising practices and other unfair discriminatory practices demanded by retailers or offered by suppliers?

A. An increased emphasis in vigilance and investigation of certain law violations of this sort has increased the number of such matters under consideration by the commission and its staff. Whether there is, in fact, an increase or decrease of such practices, is, of course, impossible to state.

Q. Do you welcome information or evidence of such unfair discriminatory practices?

A. We certainly do. Law enforcement is a 2-way street. Without the cooperation of the business community in calling illegal practices to our attention and in setting up its own voluntary program of complying with the Law, this agency can do very little.

financing service as part of marketing operation. Opens door to divorcement of manufacturing companies from other subsidiaries and marketing services . . . Bill No. S.838 (O'Mahoney, D., Wyo.); S.839 (Kefauver, D., Tenn.); H.R.4256 (Celler, D., N.Y.).

Status: (Judiciary); hearings by Anti-trust Subcommittee; consideration of bill postponed by subcommittee until Feb. 15, 1960.

DEALER RELATIONS

Territorial Security Agreements: Permits manufacturer of "complex mechanical products" to grant exclusive franchises to dealers within geographical areas, under which a dealer selling a product to a customer outside his area shall pay stipulated amounts to the dealer who normally would be responsible for such sale. Such an arrangement, similar to those formerly practiced in the automobile

industry, is not now permitted under the antitrust laws. S.997 applies to all "complex mechanical products" while others are confined to automobiles . . . Bill No. S.997 (Langer, R., N.D.); H.R.1026 (Multer, D., N.Y., and others).

Status: (Interstate and Foreign Commerce); Senate hearings June 22-23 by Automobile Practices Subcommittee; no action.

GENERAL MARKET REGULATIONS

Trade Court Act: Provides that the President shall appoint, with the advice and consent of the Senate, 5 judges who shall constitute a court of record known as the United States Trade Court. Grants the court jurisdiction of proceedings under certain Sections of the Clayton Act, the Federal Trade Commission Act, the Wool Products Labeling Act, the Fur Products Labeling Act, the Flammable

Q. Can a manufacturer give you such information of discriminatory practices in confidence?

A. Absolutely. The names of those who give us information are not disclosed. This is the only way the commission can secure the information that it needs on a broad scale, to hold in confidence the names of those who bring information to us.

Q. Such illegal trade practices are regulated under the Robinson-Patman Act. What can you tell us about the activities of the new Robinson-Patman task force? What does this mean to business?

A. The creation of the new Robinson-Patman Task Force should mean to the businessman that the Federal Trade Commission is determined to secure more thorough compliance with the Robinson-Patman Act, and that the commission intends to explore all reasonable means of more effective enforcement of the Robinson-Patman Act.

What will result from the task force I cannot at this time predict. I am confident that nothing but improvement, both of the commission's enforcement program and of the voluntary compliance program of American business under the Robinson-Patman Act, will follow from the deliberations of this staff task force.

Q. As a result of the changes in marketing, it appears that the jobbers' function is becoming unnecessary in several industries—much like the blacksmith with the coming of the automobile. What is the FTC's position on preserving the jobber by special legislation?

A. The Federal Trade Commission has opposed certain special legislation of the character you suggest. I hope that it will continue to register opposition to similar legislation. I, for one, do not believe that special interest legislation in this field is the proper way to preserve the capitalistic, competitive free-enterprise system. I believe that such legislation erodes and whittles away at the free-enterprise system. ♦

Fabrics Act, the Civil Aeronautics Act, and the Packers and Stockyards Act . . . Bill No. S.1275 (Hennings, D., Mo.).

Status: (Judiciary); no action.

TRADE RELATIONS

Regulation of "Government Conduct": Prescribes standards and procedures for Government advisory groups when meeting with groups from same industry or related industries . . . Bill No. H.R.81 (Celler, D., N.Y.).

Status: (Judiciary); no action.

GENERAL MARKET REGULATION

"Primacy of Free Enterprise": Provides that no company which has engaged in a marketing practice with the advice and consent of a Government agency, can be protected from

(continued on page 80)

Sylvania's Sugar-Coated Training Pill

Ever hear of salesmen who worked from eight in the morning until six in the evening at a Miami convention, and insisted they'd had the most exciting day of their lives? Sylvania Photolamp salesmen, in conclave at their national meeting did just that. The reason: marketing decision-making simulation — a game played in dead earnest — used for the first time, by salesmen, anywhere.

When marketing personnel of Sylvania Electric Products, Inc., decided to utilize its UNIVAC system, located in Camillus, N. Y., to process the calculations necessary to operate the game, everyone had qualms. Camillus is a long way, as the jet flies, from Miami. And after a huddle to find the best way of relaying data from the game players to the machine, the telephone won.

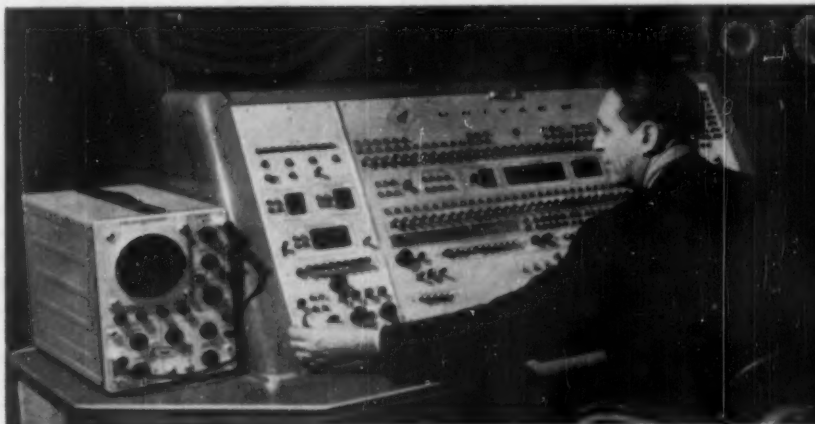
Here's how the game was played: The sales force was divided into teams with eight or ten members, each team representing a company marketing a similar product in competition with the others. There would be three regional markets; each company was to market its product in all three regions. The product was described as relatively new and poorly exploited. Working from that point, teams would make all decisions—and activity of all companies was assumed to be interacting.

"Monthly" reports were filed throughout the day by each company, including information on inventory, sales personnel, sales activity, profit and loss and general competitive status.

► UNIVAC processed the telephoned data as companies set advertising and sales promotion, pricing, customer service precedents. The men were marketing in microcosm. (One team decided to beat the competition by a sweeping price cut, was hoist by its own petard!)

To keep the game rolling, four open lines to Camillus were established, manned by specially trained operators. Key executive personnel were on hand to provide encouragement and advice during post-mortems. Says Sylvania: "It was good for the salesmen, who learned to operate together as a marketing team and to appreciate the value of teamwork. It was good for the company, which had an opportunity to watch its younger

When the company's Photolamp salesmen met recently in Miami, the highpoint was a day-long decision game, simulating the marketing of a new product. Eight teams competed—learned years' worth of marketing—while management talent-scouted.



THE WORKS: Down in Miami, Sylvania's Photolamp salesmen were playing a game of marketing strategy. Up in Camillus, N.Y., this huge UNIVAC machine swallowed raw data, processed it, and operators phoned results to conventioners. Data processed included action taken on advertising, sales promotion, pricing decisions.

men handle difficult marketing decisions. By making mistakes and adjusting strategy, the salesmen learned lessons they couldn't have gotten otherwise. One team said the greatest lesson it learned was 'Don't push the panic button.' Another called the game a 'dynamic exercise.'"

Each team—or company—reported to a board of directors on the first nine months of its hypothetical operation, submitted a report on what it had learned. And each team was headed by a line manager who advised and observed.

So successful was the operation that Sylvania thinks it will pick up the game next year where it left off.

As one Sylvania executive put it, "People seldom improve their performance when there is no model to emulate. In this game our men were not working in a vacuum; they learned, in one day, what it took many of us years to absorb." ♦ HW



CLOSED CIRCUIT TV kept Sylvania's salesmen posted on how they were doing in their marketing game. Teams, in competition, made all marketing decisions concerning a hypothetical product, found learning an exciting game.



WALKING SHORTS helped the telephone operator, one of four who relayed data, keep cool under pressure. His biggest handicap: interested bystanders who couldn't wait to get results.



AND BACK IT COMES: Camillus has processed latest reports; tense salesmen in the background await word on which "company" has run up the best sales figures. Later, a quarterbacking session with key executives provided an opportunity to review strategy and receive advice.



JOKE? No. Gent in the earphones is a Sylvania executive who is following the long distance tabulations.



STRATEGY: One team is worrying over the perennial problem—how to steal a marketing march on the competition via modern marketing.



"HOW ABOUT A PRICE CUT?" Team tried just that. They learned it's easy to do, hard to come back from.

It's Tanfastic!

Sea & Ski Maker Tans the Competition By Competing with Itself

The radical method is sometimes the best way to meet a knotty marketing problem. It shakes up the competition, at least, and may keep them off balance for a while. That's one reason why the makers of Sea & Ski decided to sell Tanfastic, too.

By CHARLES ROLLEY
Vice President

Rolley Division, Botany Industries, Inc.

Internal competition in modern industry is certainly not new. Many companies produce two seemingly competitive products (perhaps actually competitive) in order to gain larger total sales. It is especially common in the soap industry, or in the toiletries and cosmetics industry. But the Rolley Division of Botany Industries, Inc., put a somewhat different crimp in an old wrinkle.

Our suntan product, Tanfastic, had to be created to plug an opening in

its parent product's sales story — an opening that was entirely psychological but was, nevertheless, being exploited quite successfully by the competition.

The original product—Sea & Ski—had done such an excellent job of selling itself as a sunburn preventative that some people thought it would not permit tanning at all. At best, very slowly. This was untrue, but it made good ammunition for competing products.

We took advantage of this ammunition with Tanfastic ("Positively Tans Faster"), launched in time for the 1959 summer season. Result: Tanfastic has taken some volume away from Sea & Ski; but the loss has not been significant. It has taken a great deal more from other brands.

On the basis of published trade figures, we estimate that our two products combined give us, for this year, at least, 60% of the total market for suntan products and possibly as much



Creative Salesman Charles Rolley:

A Horatio Alger Story That Happened Only Yesterday

For Charles Rolley, vice president of Botany Industries, Inc., Rolley Division, learning to sell meant learning to make money — \$2 million, in fact. Before Rolley learned to sell, the history of the Rolley Co., perfume maker founded in 1932, had ranged from modest success in a limited area around San Francisco—to near failure.

Rolley's marketing education began in 1947 when he was heavily in debt, close to bankruptcy and becoming increasingly skeptical of the chances for survival of small business. Although he had developed a product that was winning accolades from its few for-

tunate users, he was going broke. It was a product for which there was a wide-open market, but the market didn't know it. Rolley, primarily research-minded, hadn't begun to learn how to bring product and consumers together in any extended way.

If this amiable and life-loving man had succeeded in his plans for modest and gradual expansion, he might not have been stimulated to develop a new product somewhat out of his main line. He was not setting out to make a million in a hurry but to carry on the work and business he enjoyed.

Then, in 1946, something happened

that shocked him profoundly and brought him almost to ruin. During the early forties, due to lucky purchases of scarce alcohol and success in ferreting out sources of equally scarce containers, his business was growing much faster than it had in the previous decade. He decided to expand distribution from his one outlet, his own retail store in San Francisco, and gradually began adding department stores, specialty shops and beauty salons. A score of small shareholders had come into his business and by 1946, with volume growing, he was preparing for the biggest

as 75%. The 2-way line is proving out.

Our decision to introduce what, superficially, appeared to be a duplicate product was based on this reasoning:

When Rolley brought out Sea & Ski ten years ago, most people who played (or worked) outdoors wanted protection from sun and wind. Many, of course, wished to acquire a tan, but wanted to be spared the distress of acquiring one. Sea & Ski gave this protection in full measure, and because of this and other virtues, within five years gained the lead in its market.

Nothing attracts competition like success, and Sea & Ski soon had plenty—all looking for sales points and advantages.

Sea & Ski was designed to help a "normal" person tan naturally, while providing adequate protection from burning. Its main selling point—"Positively Prevents Sunburn"—allowed competitors an opening for knocking it, directly or indirectly. "Sea & Ski protects too well," they might say. The impression left was that it did not tan fast enough.

By spending a lot of money—we would take millions, we estimated—we could do an educational job. We could point out that those who wanted a speedy tan could achieve it at half the cost by using Sea & Ski less frequently than they used other products. Some people found its tanning action slower because they were using it as liberally as other lotions. This was not necessary, if tanning, rather than protection, was the main objective. But, we had built up Sea & Ski



5,000 STORE WINDOWS throughout the nation were lined up by Rolley to introduce the new Tanfastic as well as to promote Sea & Ski. Both made top market spots.

as a product providing the utmost in protection. Why tear it down?

Another alternative suggested by some of our advisors was that we make Sea & Ski less effective, give a weaker lotion—"Don't make it so protective." That did not strike us as the right solution. We owed an obligation to our loyal users, who were giving us half of the available market on the strength of Sea & Ski's protective as well as its tanning qualities. We could not see letting them down in order to win over the new generation of tan enthusiasts, the rocket-and jet-age youngsters who want results in less time than nothing. We

respect their preferences and want their business, but robbing Peter to win over Paul did not seem to us a wise marketing move. We resolved that we would not weaken the protective effectiveness of Sea & Ski.

The third possibility was to bring out a brand new product, and, after carefully weighing all aspects of the situation, this appeared to us to be the answer.

We decided to bring out a product to fill the demand, created by the young market in particular, for a product that would give a faster tan, with adequate protection.

(continued on page 90)

Christmas business yet. Having decided to go from stock molds into a private mold package, he had placed an order for \$36,000 worth of fancy containers.

At that point, as he tells it, "a large cosmetic manufacturer pulled a boycott on me. This company, on the threat of withholding their merchandise, forced a great many of its cosmetic accounts to discontinue handling our perfumes and colognes. It is true I had been getting more and more of the accounts to which this manufacturer sold; but why did they find me a threat? Why should it be fighting me? I found out when I learned that it was bringing out its own line of perfume... and even trying to duplicate my fragrances."

Rolley had plenty of evidence to bring the case to court, but no money

to fight, and a \$36,000 debt for containers for which he was going to have very little use. He did no Christmas business that year outside of his own store. Eighty percent of his wholesale business was wiped out.

He sought relief through the Federal Trade Commission, "... and learned that small business can expect little help from the F.T.C."

Then a young woman who was working for him came up with an idea: Since the cosmetic manufacturer had done this to him, why didn't Rolley fight him on his own ground? Go into the cosmetic business. She had a couple of thousand dollars saved and offered to loan it to the company if Rolley promised to use it as capital for the development of cosmetic products—not to pay debts. He agreed. In the spring of 1947 Rolley

(continued on page 94)



CHARLES ROLLEY turned a nail-biting small business into a \$2 million one.

Spector Freight Rates Its Customers

"Haphazard" has given way to "planned" in Spector's sales approach—with eight practical steps. Under new system everything depends on how much time and expense a customer or prospect is worth.

By ROBERT A. KELLY
Midwest Editor

As you stand in front of your territory map, intently gazing at the colored pins that make up your sales force, you may find it difficult to avoid certain recurring thoughts.

Are your men really accomplishing the selling objectives assigned to them? Are they developing their territories at the rate expected by the company? Are they opening new territories and increasing sales as well as their own incomes? You know the answers are vital.

As a sales executive, you realize that management has a responsibility to its salesmen—to guide them, to give them the benefit of your viewpoint, your management-level thinking and direction, without which "seat-of-the-pants" selling injects its haphazard, lukewarm and nonproductive influence.

Your thoughts are not unique. Most sales executives are vitally interested in the crucial problem of increasing sales production. Fortunately, a growing number of them are doing something about it.

Val J. Williams, vice president-marketing, Spector Freight System, Inc., recognized the desperate need for a management plan, cleverly introduced a vigorous and realistic version to the sales force and, in the plan's first year of operation, more than quadrupled Spector's growth rate over the preceding year.

"Our salesmen were soliciting freight business by feel," says Williams. "There were a number of questions to which no one, apparently, had any answers. How many sales calls a day should a salesman make? How many of these calls should be on present customers? How many on prospects? How long should he visit when he makes a sales call? How much money should he spend on entertaining customers and prospects? How much say should a customer have

in deciding the frequency of a salesman's calls on him?

"There was a minimum of management guidance for the salesman, a vast amount of duplication and doubling-back within each territory, as well as nonproductive calls and entertainment. A logical, hard-hitting and effective sales-production plan was a necessity if we were to increase our sales as well as everyone's personal income and satisfaction."



SPECTOR'S SALES PLANNER is Val J. Williams, vice president, marketing. He joined the company in 1952, six years later took over the marketing seat. Spector Freight System, Inc., is the nation's fourth largest motor common carrier. It hauls 2,300 trailers in the Midwest and the East. The company's revenue for 1958 was \$43 million. Sales are expected to be higher for 1959.

The final question to be answered: Exactly who would answer each of the above queries—the salesman himself or someone in a higher position of executive responsibility—someone in a position to make overall decisions based on knowledge and ability not available to the regional salesman?

Spector decided that the answers should come from management. "And we were off and running," says Williams.

"First we broke down the entire program into eight sections: (1) territory screening, (2) account classification, (3) sales call pattern, (4) production requirements, (5) production planning, (6) sales management, (7) budgeting sales expense, and (8) time analysis.

"Under territory screening, an alphabetical card-listing of all accounts, split between current and prospective, is compiled by the salesman. He draws upon his knowledge of the territory, plus standard industrial and commercial directories for prospective accounts. This listing is reviewed and re-screened at least once a year by the salesman and his regional supervisor.

"Account classification," Williams continues, "involves assigning an A, B, C or D rating to an account. This rating is applied to both current and prospective accounts. The letter designation for a particular account is arrived at by the amount of business currently received or projected as available from an account."

A accounts, for instance, must produce \$500 or more in less-than-truck-load revenue during the majority of the thirteen 4-week accounting periods of the year. B's must produce \$500 or more in truck-load (lower rate) revenue for the same period. Prospective accounts are those from which an equivalent amount can be expected, should the business materialize. C and D accounts cover the

SOMETHING MISSING



... LIKE CALIFORNIA WITHOUT THE BILLION-DOLLAR VALLEY OF THE BEES

- Actually, total effective buying income of more than \$3 billion
- More people than each of 18 states
- Not covered by San Francisco and Los Angeles newspapers

The coming of the VIII Winter Olympics to Squaw Valley, California, focuses a lot of attention on winter sports in Inner California, the area of the Billion-Dollar Valley of the Bees. However, this is no shock to the Bees. For years they have promoted and publicized winter sports events — and they will give complete coverage to the Games.

Don't let your message get a cool reception in Inner California. Tell your story in the Bees—the papers that go home.

Data source: Sales Management's
1959 Copyrighted Survey

- THE SACRAMENTO BEE
- THE MODESTO BEE
- THE FRESNO BEE



McCLATCHY NEWSPAPERS

NATIONAL REPRESENTATIVES . . . O'MARA & ORMSBEE

McClatchy gives national advertisers three types of discounts . . . bulk, frequency and a combined bulk-frequency. Check O'Mara & Ormsbee for details.



Sales Insurance

Retailers will keep on buying your product if you help sell what they already have bought from you. This you do best when you advertise to their customers in the syndicated Sunday magazines of their local newspapers. Nothing else moves so much goods — so soon.

Parade

The Sunday Magazine section of strong newspapers throughout the nation, reaching 10 million homes every week.



lower rate and correspondingly lower-profit freight accounts.

"The sales call pattern is, perhaps, the heart of the management plan for increasing sales production," adds Williams.

"Most people are aware that the salary-plus-expenses of a salesman, divided by the number of calls he makes, will determine a cost-per-call. However, this cost can economically be invested only in ratio to a definite return, either immediate or potential. It's possible, therefore, to work out an average call pattern that you can afford to invest on the various categories of accounts." The following is the average pattern proved out through an analysis of Spector's sales activities over the past couple of years:

Active A accounts—one call every four weeks or 12 per year.

Active B accounts—one call every four weeks or 12 per year.

Prospective A accounts—one call every five weeks or 10 per year.

Prospective B accounts—one call every six weeks or 8 per year.

All C accounts—one call every seven weeks or 7 per year.

All D accounts—one call every eight weeks or 6 per year.

"Of course," continues Williams,

when a salesman has made three calls on a prospective account and no business results, the account should be reviewed by the regional sales manager and the salesman. Perhaps additional management assistance will be required to crack the account. Certainly, it's questionable, economically, to continue making sales calls with no sign of return.

"As far as production requirements are concerned, with this type of plan a Spector salesman should average 12 calls a day. His work is planned on the basis of a 48-week year, which means 240 working days or 2,880 calls per year.

"The next step is production planning. The territory is divided into sections on a geographical basis. The result may be four, six or eight sections, depending on the area to be covered. When the sections have been established, the newly arranged account cards should be sorted into section groups. Each section will include the various account classifications, both active and prospective. Then, the salesman can take each section and project the coverage time involved. At this point, he will be able to lay out specific 4-week call plans by writing his 12 customers a day into a production calendar or spread sheet."

(continued on page 46)



"Gosh Emmy, remember the good old days when you could always raise falling sales by sponsoring a quiz show?"

Advertising Results Produced by TSN, JPN and FPN Responsible for Pace-making Gains in 1959 Ad Volume

Advertising volume gains high-spotted below represent the top gains in the respective industries served by TSN, JPN and FPN. The Truck and Bus Fleet markets are served by Transportation Supply News and Fleet Product News. The automotive jobber market is served by Jobber Product News.

These 1959 gains are just part of the trend of year-to-year gains. And, there are basic reasons for these gains.

TSN, FPN and JPN have sound editorial programs filling the needs and serving their reader-buyers. The make-up and contents of these papers are

functional. Format is big. The papers are easy-to-read and easy-to-act on.

Something happens when buyers read TSN, JPN and FPN. And, that something applies to both editorial columns as well as advertising columns.

The sole reason for these pace-making gains of TSN, JPN and FPN can be summed up in outstanding advertising results. Such results can also be yours on any sales program you plan.

Write for latest media facts and sample copies of any of the Stanley action-papers.

More BIG Percent GAINS in the 60s

While the ad volume gains of the Stanley Publishing Company papers have been great in 1959, 1958, 1957 and on back, the gains will continue in the sizzling sixties.

There are many reasons for these continued gains. It is not all just "the hardest working crew" in any publishing house that proudly refers to itself as a "Publishing Factory." SPC policies themselves spell progress and growth.

— SPC —

Stanley Publishing Company policies will continue to be progressive and aggressive. Leadership and progress are the keystones of operation. Satisfying unfilled reader needs and improving on the serving of existing needs are the constant challenge.

— SPC —

Circulation-wise, the "Stanley Publishing Pattern" is "mass coverage and penetration of specific markets." Stanley Publishing does not believe in the numbers game . . . but it does believe in serving all market constituents . . . all buyers . . . large and small as basic and sound publishing. Likewise, penetration of buying-unit companies is more and more important than just company-unit coverage in any market. We have never heard of an advertiser who said, "I'm looking for the book that has the smallest circulation and the one that provides the least coverage of the market."

— SPC —

Basic Stanley Publishing Company philosophy: (1) Common denominator of editorial interest, (2) Creative editorial values and integrity, (3) Mass coverage of specific markets, (4) Market penetration, (5) High Visibility formats, (6) Easy to read, easy to act on publications, (7) Reader-response "action" books.



62,000 Monthly

TSN up 28% 1959 over 1958

Transportation Supply News, the truck and bus fleet product newspaper, carried 3,868 ad units in 1959 compared to 3,033 in 1958, a gain of 28%. Founded in 1945, it serves truck and bus fleet buyers operating fleets of 10 units or more.



51,000 Monthly

JPN up 42% 1959 over 1958

Jobber Product News & Jobber News, the newspaper of automotive wholesaling, carried 2,430 ad units in 1959 compared to 1,707 in 1958, a gain of 42%. This is the biggest year's advertising gain since JPN's inception, June 1955.



51,000 Quarterly

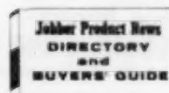
FPN up 82% 1959 over 1958

Fleet Product News, founded in 1957, is the product newspaper serving bus and truck fleets in the 5 to 9 unit market . . . a market served by no other publication. The 1959 ad units totalled 285 for the four quarterly issues compared to 159 ad units in 1958.

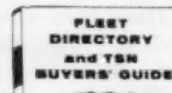
Four More Stanley Action-Papers to Help You Sell More in the 60s.



3 issues to be published at 1960 New York IAS Show in February to carry advertising. Booth building opportunity for 500 exhibitors.



April 1960 Directory to carry advertising. 8 1/2 x 11" size. Separate publication. Circulation over 50,000. A unique new and needed service for jobbers.



Published in May 1960, 8 1/2 x 11" size. Separate publication providing unique services for buyers. Directory to carry advertising. Circulation over 60,000.



1960 Fall Annual to be the sixth published for truck and bus company buyers. Real producer of inquiries resulting in gift sales. Circulation over 110,000.

SP Stanley Publishing Company

431 S. Dearborn St., Chicago 5, Illinois

WAbash 2-0636

Offices in

NEW YORK • PHILADELPHIA • CLEVELAND • DETROIT • TULSA • LOS ANGELES • SAN FRANCISCO • PORTLAND

He continues, "We've found that a call-division formula of 75% active and 25% prospective accounts is best. With this plan, each day, each salesman calls upon nine active accounts and three prospects. Of course, this is based on the premise that even active accounts are prospects in the sense that we should get more business from them than we are currently enjoying."

"Under the sales management section, we take into account the C and D accounts and the type of sales coverage we must maintain if we are to lower our sales costs. Should we have regular sales representatives call on these accounts or should we employ junior salesmen for this job? Should we use a telephone sales girl with no expense whatsoever? In every business these less-productive accounts require special attention from sales management on handling procedures. The secret here is maintaining the proper spread between coverage of A and B accounts versus C and D accounts. Conceivably, too much emphasis could be on A's and B's."

According to Williams, "Sales expenses come under a critical eye within the new sales production plan. Once the sales call pattern is established, it will also serve as a practical budget of the entertainment expense that can

be directed profitably to a specific account. All extra sales-expense items, such as luncheons, dinners, ball games, special functions and similar expenditures can be allotted in terms of the type or classification of the account.

"An active A account, for example, may be entitled to three luncheons and one traffic club function per year. An active B account may likewise be a 3-luncheon and one-traffic function account.

"The number of luncheons, dinners, etc., per account, is not nearly as important as their arrangement according to a sales plan such as the one we are discussing. These expenditures are justifiable in terms of the business they produce. To approach the expense problem otherwise would be to suggest that they should not be allowed.

"The time analysis section is the story of man versus time. The prime shortcoming of salesmen on this time-problem is their lack of systematic attention to it. A sales executive can supplement and support his sales production plan by paying attention to such items as (1) enlisting the co-operation of customers by asking them how often they feel they should be called upon; (2) capitalizing on service calls to prospects in the area; (3) having a second possibility in the

event appointments are cancelled, and (4) simplifying paper work, thus freeing the salesman to work harder in meeting his daily sales call requirements.

Val Williams anticipated a lack of enthusiasm when he first introduced his brand new Frequency Call Formula. And a few men did exhibit some reticence to accept management guidance to this degree—especially the older "seasoned" salesmen.

"The secret of selling a sales production plan is in the introduction," says Williams. "We held supervisory sales meetings very informally, and discussed the situation. The regional sales people held equally informal meetings and explained the system. To those who felt pessimistic we said 'prove to use that the system cannot work.' After six months of operation, not one man threw it back at us. We didn't lose a man and our oldest 'seasoned' salesmen were, in very short time, the staunchest supporters of the new sales control and production plan.

"Everyone is making more money, including the company, therefore everyone is happy," adds Williams. "With a built-in prospecting system such as we now have, the only way our salesmen can go is up—and that means Spector does too." ♦

Greensboro- OF THE NEW SOUTH'S MARKETS 15th in Total Retail Sales

Stands Out in Furniture, Household and Radio Sales

Plant your household advertising in Greensboro—the market with a knack for making sales grow. Greensboro sells more furniture, household goods and radios than Charlotte, trails just behind such primary markets as Nashville and Richmond. 42% gain 1958 over 1954—a not uncommon sales gain for advertisers in the Greensboro News & Record—the only medium with dominant coverage in the Greensboro Market and selling influence in over half of North Carolina. Over 100,000 circulation... over 400,000 readers daily.



Greensboro, 1st Market
in the Carolinas,
79th in the Nation

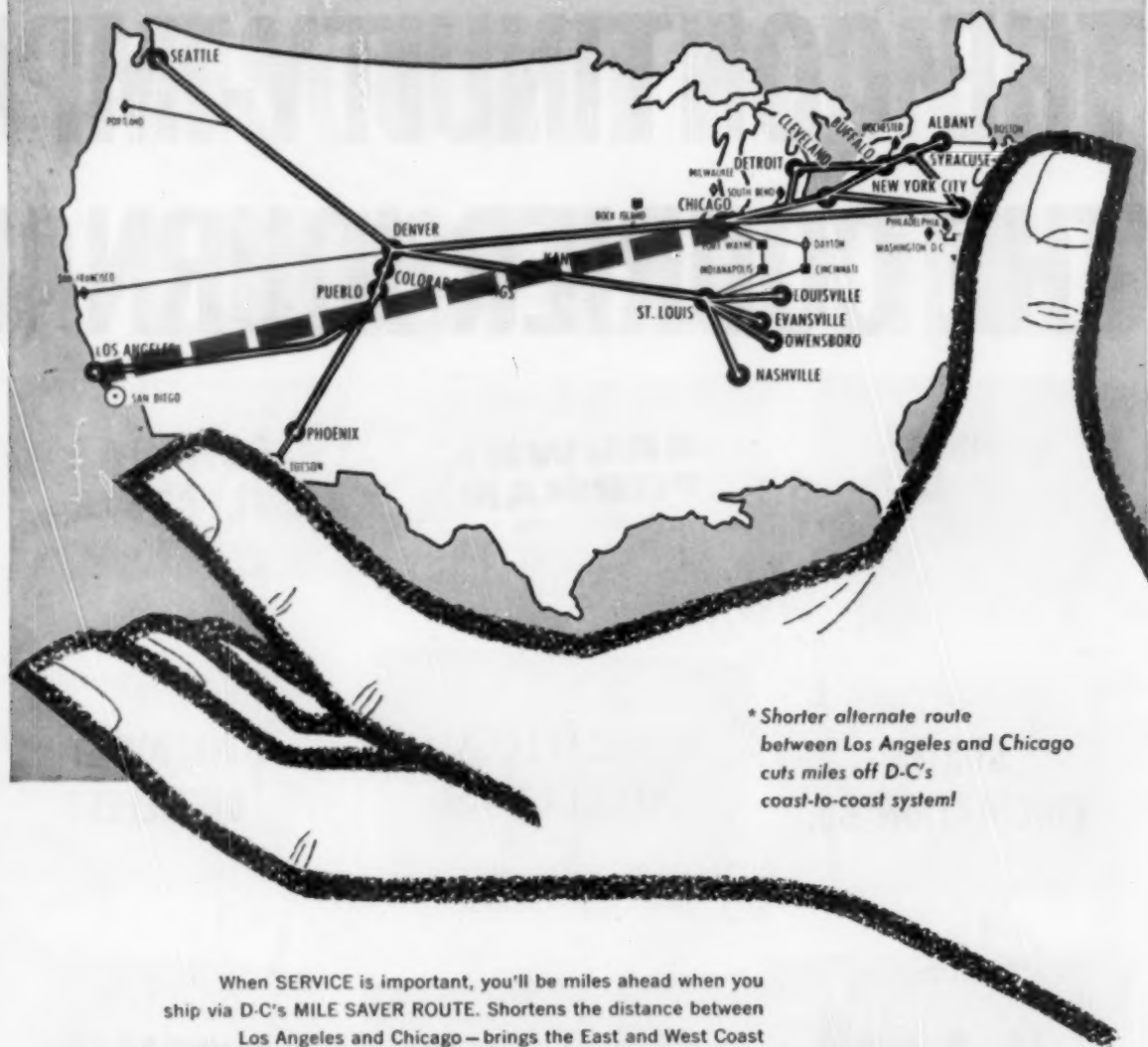
Write on company letterhead for "1959 Major U. S. Markets Analysis" Brochure of all 292 Metropolitan Markets.

Greensboro News and Record

GREENSBORO, NORTH CAROLINA • Represented Nationally by Jann & Kelley, Inc.

Shorten the distance coast-to-coast with...

D-C's MILE SAVER* ROUTE



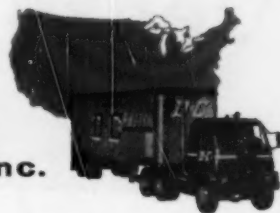
* Shorter alternate route
between Los Angeles and Chicago
cuts miles off D-C's
coast-to-coast system!

When SERVICE is important, you'll be miles ahead when you ship via D-C's MILE SAVER ROUTE. Shortens the distance between Los Angeles and Chicago — brings the East and West Coast miles closer — makes D-C's DIRECT SERVICE even more direct!

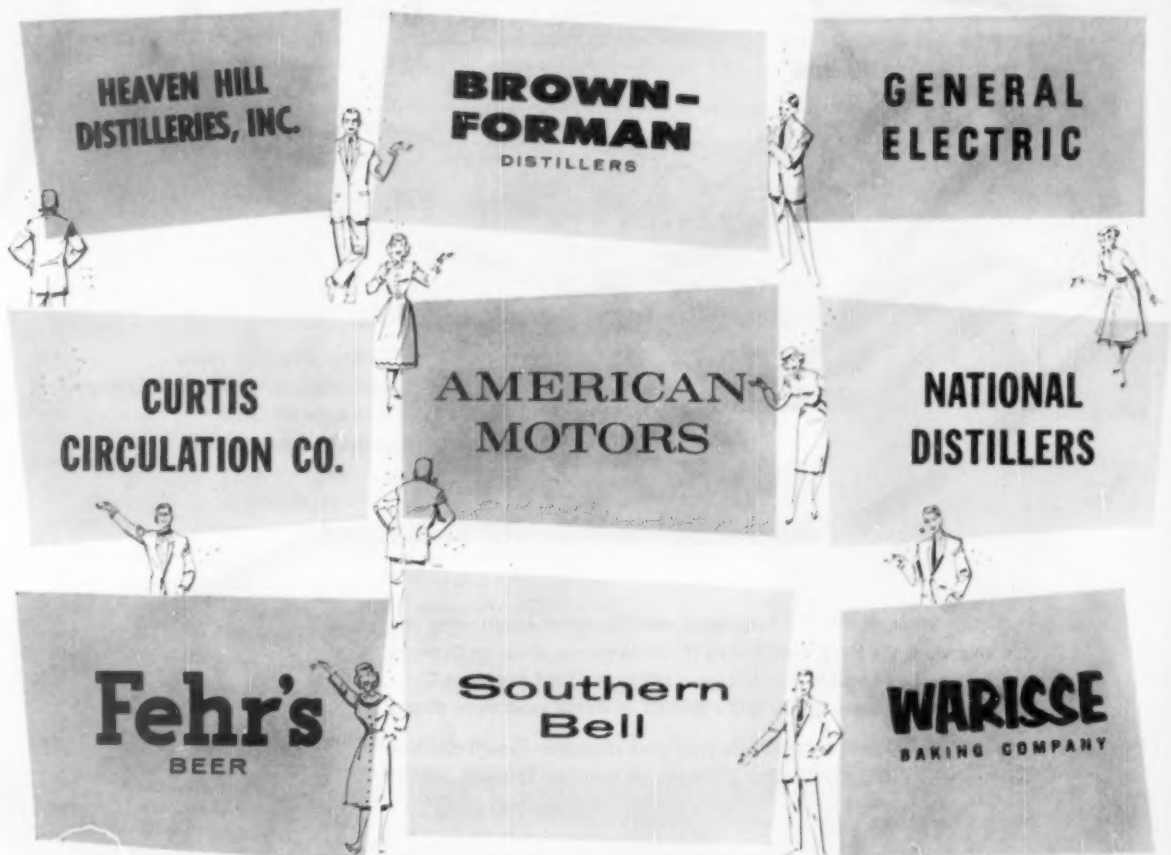
Try D-C's MILE SAVER ROUTE on your next shipment — you'll discover why D-C is the coast-to-coast choice for coast-to-coast service!

DENVER CHICAGO TRUCKING CO., Inc.

THE ONLY DIRECT COAST-TO-COAST CARRIER!



THESE* NATIONAL ADVERTISERS OFFER DISCOUNTS OF UP TO 10% ON THE CONTINUITY-IMPACT SERVICE THROUGH THE COURIER-JOURNAL



*To date 29 national advertisers have signed Continuity-Impact-Discount contracts with The Courier-Journal and The Louisville Times.

ADVERTISERS HAVE EARNED 13 PER CENT UNDER ACT-DISCOUNT PLAN OF & LOUISVILLE TIMES

DELTA
AIR LINES

Ford
MOTOR COMPANY

Seagram

Oscar
Ewing

Glenmore
DISTILLERIES
COMPANY

Falls City
BEER

WRIGLEY

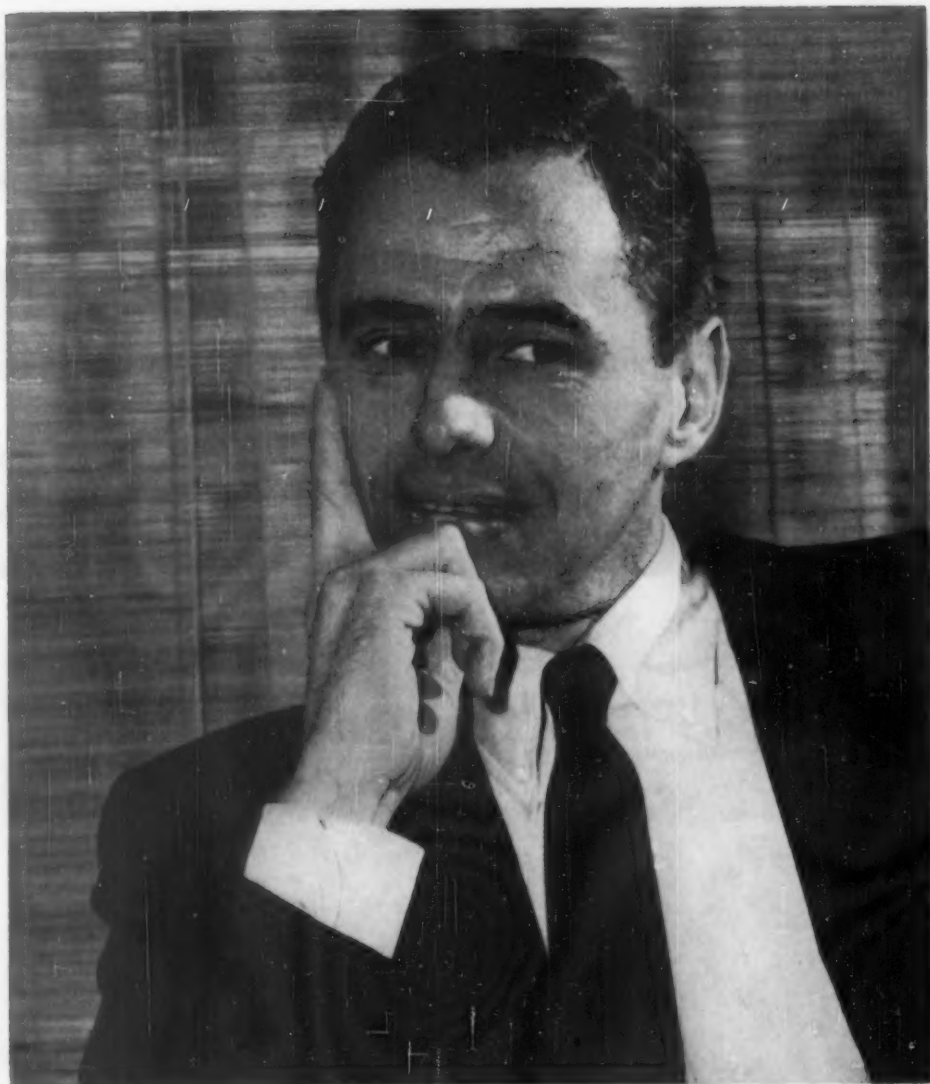
Schenley
DISTILLERY

THE COURIER-JOURNAL
THE LOUISVILLE TIMES

REPRESENTED NATIONALLY BY THE BRANHAM COMPANY

THEY'RE IN THE NEWS

BY HARRY WOODWARD



The Inheritor

... and some people might say that James T. Aubrey, Jr., as the new president of CBS Television Network, has inherited a mess. He has stepped into CBS's big job on the heels of the controversy between Louis G. Cowan—the former TV network president—and CBS president, Dr. Frank Stanton. The trouble between the two was born of the recent TV scandals; Cowan built much of CBS's TV programming on the big show—big prize concept. . . . Now perfectionist Aubrey—41 but looks younger—takes over the job of re-thinking the TV programming. He has been executive v-p of the TV network, has had broad experience in TV programming and sales, believes that a good administrator is one who hires the best people avail-

able and then gives them their head. He hates "committees," but recognizes that they're necessary evils. (He's the son of an ad agency executive.) During Jim Aubrey's career he has been a salesman for CBS's KNXT, Los Angeles, moved on from there to be the station's general manager. Later he was with ABC as v-p in charge of programming and talent, a post he held for two years. This, he feels, was invaluable experience which he can put to use now. He rejoined CBS, as v-p—creative services, 18 months ago. A smooth, polished man who looks like a TV hero, he graduated, cum laude, from Princeton. He's married to actress Phyllis Thaxter; they have two children, a teen-age girl and a boy, six years of age.



Whirlpool's Sparks: Up From Crating

A former production laborer has become v-p for RCA Whirlpool appliance sales. He's Jack D. Sparks (several years short of 40), who takes over the post from John A. Hurley, who suffered a serious back injury in an accident. When he was a stripling of 18, Sparks joined Whirlpool, then called the 1900 Corp., at 30 cents an hour in the wringer washer plant at St. Joseph, Mich. Except for time off to serve in the Army Air Corps during World War II, Sparks has been with the company that gave him his first job. A stocky, affable man (he bears a resemblance to actor Jackie Gleason), he was picked off the crating line for management training, then loaned to the company's Personnel Department. When Whirlpool began the marketing of automatic washers through independent distributors, Sparks moved into sales as assistant to the general sales manager. Says he was "fourth man in a 4-man department." But by '54 he was sales manager of the Whirlpool Laundry line. He's been marketing director — RCA Whirlpool Sales Department. He's married, has two daughters.



The Critic

Richard S. Latham, whose hobbies are music, high-performance automobiles and racing yachts, is the stormy petrel of industrial designers. And now he's in a place where he can throw some weight: He's just been named president of the American Society of Industrial Designers at the annual meeting in New York. A partner in the industrial design firm of Latham, Tyler, Jensen (Chicago), he's one of the chief advocates of product planning on the part of manufacturers. Companies, he believes, can't afford to sit tight on past and present successes. Literally millions of product ideas, says he, are afloat in manufacturing companies, but there's enormous waste of time and money because a conclusive organizational approach is lacking. He thinks such companies should organize an effective system for dealing with the problem, and that their industrial designers should be management consultants on long-range planning. The corporate planning group would focus on one thing at a time, get away from the "me too" approach. To this effect he writes missionary articles, talks before business groups. Early in his career he switched from architecture to engineering to industrial design studies. . . . The American Society of Industrial Designers is a non-profit organization with membership limited to 230 professionals. This year Latham's firm was selected for a feature article by Fortune magazine.

FIRST

in the dominant newsweekly field
for 1959

Newsweek is **FIRST** in total ad pages,
FIRST in new advertisers,
FIRST in page gains.

More important to you than the fact that Newsweek is first, is the reason *why*: America's leaders—the ones who make decisions and command respect in business, government and the community—get Newsweek so they can be *sure* of what they're reading. In Newsweek, they get reporting that digs deep into cause and effect, trend and meaning, so they can form their own judgments, make their own decisions. In a word, the most *decisive* newsweekly audience in America.

As a consequence, Newsweek is on the up . . . and up . . . in three key trend-setting ways: total ad pages, new advertisers, page gains. Ask your agency.

	TOTAL AD PAGES 1959*	NEW ADVERTISERS**	TOTAL PAGE GAINS*
NEWSWEEK	3,009	183	+264
TIME	2,917	179	+139
U.S. NEWS & World Report	2,687	180	+214

*P.I.B. 11 months; December, Publisher's Estimate

**Advertising Service Records

The world-wide newsweekly for communicative people



Watch the Rails

Keep an eye on rail talks. There might be a strike this spring. Strike or not, there could well be hikes in rail freight rates.

Here's the situation. . . . Industry-labor contract talks are expected to bog down. This is the pattern. Then the President names an emergency board, with 60 days to get results. Final showdown—and strike—could be around May 1. . . . In any case, wage increases are inevitable—just a matter of how much. With higher costs, rails will shy from general rate hikes; fear big loss of traffic. But "selective" rate boosts seem probable.

Marketers using rails are planning to ship finished products and raw materials by truck, water, air. They're warning customers of possible traffic tie-up by strike. . . . Problem for rails is to retain customers in spite of possible strike and higher freight rates. They'll be concentrating on harder selling, streamlined service, pricing to meet customer needs.

Consumer Cheats

Are "consumer cheats" your business? Or put it this way—do manufacturers have a responsibility to make consumers aware of ways they can be gypped at the sales counter? Growing opinion says yes, including that of Federal Trade Commission (page 33).

With retail gypping getting national attention—many cities are following New York's probes into heavy thumbs at corner butcher shops, rigged meters in gas stations—manufacturers are not ignoring the situation. Sales management could make a smart move, in companies or in trade groups, by using ads and publicity to inform consumers of ways they might get gypped when buying at retail stores.

More Imports

Import flood of cheap consumer goods may rise this year; price-competitive industrial products too. With East-West summit talks slated this spring, outcome could well be more trade. Raising Iron Curtain wouldn't mean much in consumer goods from Russia; it's busy supplying own needs. But watch Czechoslovakia, Hungary, Poland—countries with industries well-versed in selling to Western markets prior to World War II. These nations have dual-price setups: one for exports, other for home. With freer trade the prospect, these countries could provide rough price competition in many consumer products.

What's in a Name?

One answer to "What's in a name?" comes from Hawaiian Pineapple Co. It hopes to get extra impact from its Dole brand through name change. Stockholders will be asked to change firm's name to one with word "Dole". . . . Among others that took this step: Loose-Wiles to Sunshine Biscuit; Phillips-Jones to Phillips-Van Heusen. . . . Some Wall Streeters contend California Packing would benefit by becoming Del Monte Co.

The Why of Leasing

With leasing gaining in popularity, take a look at marketing philosophy of American Machine & Foundry, a company that's done quite well with this sales tool: "It provides conservative method of taking into income revenue from marketing of capital equipment. It evens out revenue, eliminating peaks and valleys characteristic of sale of capital equipment. If we sold the Pinspotter, our gross revenue would be high in a year of heavy installations. On other hand, we need not fear decline in revenue when machine installations decline because we have revenue from these machines as long as they are in use."

Strikes Open Door for Substitute Selling

Customer doors are opening to substitute products—creating new opportunities for sellers. Months of worry about steel supply taught buyers across industry a stern lesson.

During long, drawn-out mill shutdown, industrial buyers were forced to find other materials to replace steel—or face production cutbacks. In many cases, substitute products resulted in cost savings; proved so satisfactory they will be retained, even after steel output hits its stride again.

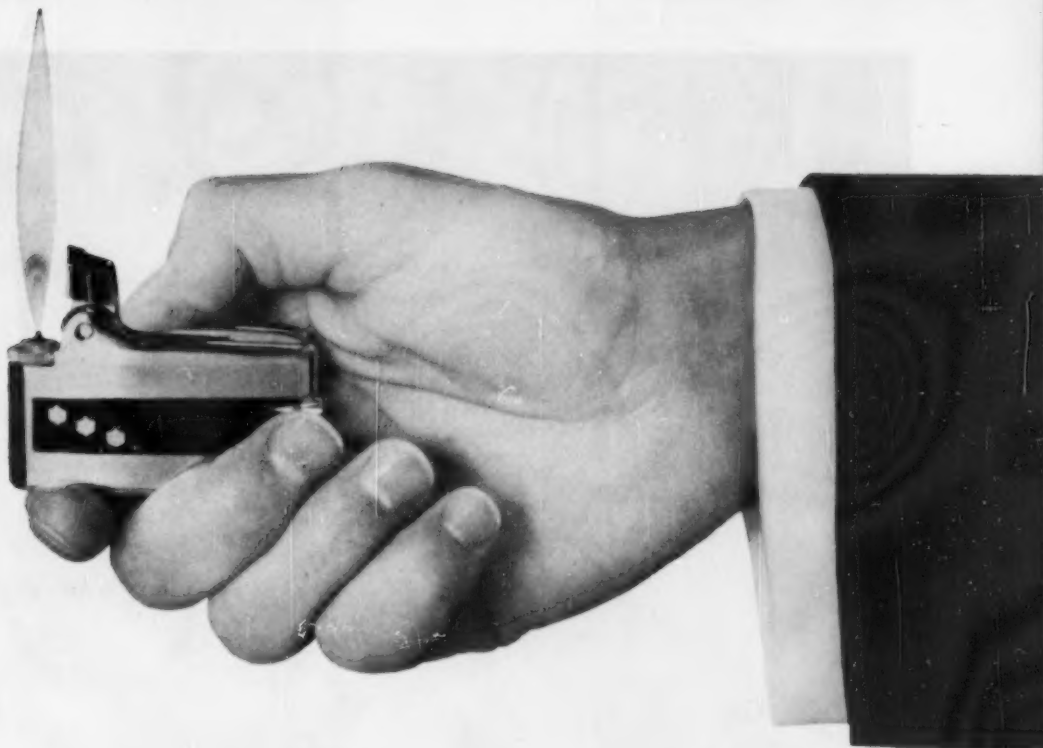
Example: Clever salesman helped large metalworking firm find unusual substitute for containers to store nuts and bolts, and at 60% cost saving—ice cream containers. Another company that couldn't get steel "U" bolts found aluminum bolts even better for the job. . . . Other examples: Fiber drums for steel drums; nylon for steel screw machine parts; pressure sensitive tape for strapping; aluminum forging for forged equalizer beams; plastic for many steel parts; combinations of plastic, aluminum, wood, paper products for many maintenance items.

It's still too early to assess impact of these substitutes. They could prove quite significant over long pull. Substitution made in one production area could well mark the start of a new trend—one that could spread to many industries.

Significantly, prior to steel strike, many industrial buyers were reluctant to try another material. Only "forced trials" opened the door for many substitutes. Threat of another strike and resultant "substitute hedge buying" offered sellers many opportunities to drive home the clincher—and keep replacements in even after steel "regulars" returned.

Marketing Miscellany

Personal income of U.S. now averages more than \$1 billion a day. . . . Annual spending of farm operator families, for production and consumer goods, runs somewhat above \$10,000. . . . Sales managers and salesmen of Owens-Corning Fiberglas use business cards made of Fiberglas product they're selling. . . . Extra uses for conventional products can open new markets. Case in point: Lawn mower doubles as outboard motor. American Chain & Cable is aiming at leisure market with this new package—single motor with lawn mower and outboard bodies.



Ronson makes them...LOOK sells them

"Varaflame, with LOOK's help, has become America's top-selling lighter above the low-priced field—and in less than 18 months," reports Ronson General Sales Manager Herbert M. Stein.

Ronson introduced its revolutionary new Varaflame lighter (fuels in seconds . . . lights for months . . . has a fingertip-adjustable flame) to 16,850,000 households with a full-page advertisement in the June 24, 1958, issue of LOOK. Within 18 months, and after a campaign that ran predominantly in LOOK, this butane-gas lighter had skyrocketed to first place in sales among all lighters outside of the low-priced field.

"The outstanding success of Varaflame," says Sales Manager Stein, "is a direct testimonial to the power of LOOK. First of all, LOOK's selection as our basic medium inspired our sales force and excited the dealers and distributors. Then, after the ads appeared, we had dramatic proof of LOOK's impact on consumers . . . its ability to produce retail sales again and again." Ronson was so impressed with the results of its Varaflame advertising that, in 1959, it invested more money in LOOK for all Ronson lighters than in any other consumer magazine.

What about 1960? In an expanded ad schedule, LOOK will again be the key medium. "Increased advertising in LOOK," declares Mr. Stein, "is an integral part of our total growth pattern."

In the past five years, LOOK has gained more advertising revenue than any other magazine in its field. There are many reasons, and among the most significant is LOOK's outstanding record in producing sales results. For LOOK means sales.



LOOK MEANS SALES



JOHN G. MARTIN

DYNAMARKETER

'Mr. Vodka' Outselling a Host Of Breathless Competitors

By LAWRENCE M. HUGHES
Senior Editor

John Gilbert Martin leaves competitors breathless, too. To Schenley's chairman and president, Lewis S. Rosenstiel, he said, "I'm glad you're going into the vodka business."

"But to catch Smirnoff," he added, "you'll need: (1) \$25 million . . . (2) five years . . . and (3) the grace of God."

Privately, the president of Heublein, Inc., of Hartford, Conn., is quite sure that, even with all three forces actively at work for Schenley (or Seagram or National or Hiram Walker, or any of the others whose Ivan-come-lately brands are striving to get close enough to breathe down its neck), Smirnoff is not to be caught.

In a decade since he first gambled \$250,000 in advertising in the hope that his brand of "little water" might convert some whisky-drinking Americans, Martin has seen vodka climb from a fraction of 1% to nearly 10% of all the distilled-spirits gallonage produced here.

And while Heublein's Smirnoff and Relska brands have declined from more than 75 to 33% in share of total vodka market, these two brands in this decade have been predominantly responsible for multiplying by eight times the sales of their company's diversified liquor and food business.

John Martin has seen vodka consumption here move ahead of Scotch. In a dozen years he has seen Smirnoff's annual sales soar from 4,000 to 1,750,000 cases. And with the help of a total \$8-million-a-year budget (more than half of which promotes vodka), he has established a new Big Four in distilled spirits' advertised brands. Today, in expenditure, Smirnoff ranks just below Seagram's 7 Crown and Calvert blends and National Distillers' Old Crow bourbon.

The world over, vodka has long been the most widely consumed type of spirits. With Smirnoff licensees now busy in 15 countries on every continent (except Antarctica), Martin is bent on improving this situation. Already, Smirnoff is the No. 1 vodka in sales in every country where it is produced.

Some of the kindest names competitors call this big (220-lb.), buoyant, English-born Yankee are deviationist, maverick and gambler.

Martin admits, "I like to gamble. But I want to be the

house man. I want to be running the roulette wheel."

To his advertising people he says: "Don't spend a little to get a little; spend a lot to get a lot."

Born in Coventry, the son of an Englishman, Percy Martin, managing director of the Birmingham Small Arms and Daimler Motor companies, and Alice (Heublein) Martin, John G. had dual nationality. On graduation from Cambridge University, at 21, he chose to remain an American.

He has been compared with the late General Billy Mitchell, who "flew by the seat of his pants." There are some who maintain that Martin's cerebrum and cerebellum are located on either cheek of his broad bottom.

He cares little for corporate public relations, but a lot for product publicity.

During the Korean War, when Heublein (pronounce it Hoyblein) finally had got vodka going in the U.S. with a drink called Moscow Mule, the N. Y. Daily News ran a front-page photo of union bartenders marching down Broadway bearing signs: "SMIRNOFF GO HOME. We can do without the Moscow Mule."

When other Heubleinites wondered whether their business was ruined, Martin asked: "How much would it cost to run that picture tomorrow, in the same place?"

The aristocratic Smirnoffs were selling their vodka widely in Russia for 57 years before Gilbert F. Heublein established G. F. Heublein & Bro., Inc., in Hartford in 1875, and set out to make and market A-1 sauce. By 1912 Ste. Peter Smirnoff was vending vodka to the tune of one million bottles a day, and in America Heublein was adding hard beverage specialties to its sauce.

By 1952 the Moscow Mule may have run its stubborn course. But by then Americans were learning to drink Smirnoff, instead of gin, in Martinis and Collinses. With tomato juice (Heublein was telling them), vodka makes a nice, nutritious Bloody Mary. With lime juice (preferably Heublein-imported Rose's lime juice) it becomes a Vodka Gimlet. And, asks Heublein, "Who says you can't drink orange juice after breakfast? Add a jigger of Smirnoff Vodka—for a Screwdriver."

Though the Screwdriver is now this country's No. 1 vodka drink, the Moscow Mule remains most fondly in Martin's memory.

(continued on page 59)

TELE-URBIA:

The Market-Media Continuum

(This gets deep later on)



THERE'S a new reality in marketing. Corinthian's name for it is Tele-Urbia. The Einstein-like phrase above describes it beautifully. Now all we have to do is define the description. Hold onto your hats.

America's flowing, exploding population is changing conventional marketing ideas. Data for traditional "metro markets" fail to reflect the change. New residential, industrial and transportation patterns alter marketing and media patterns. Industry disperses. City department stores and supermarket chains become retail networks serving scattered focal points for shoppers. In customs, spending power, and consumption, farm families look like suburban families. New transportation networks tie clusters of miniature metropolises together around larger metropolitan centers.

What medium ties the clusters together? Television. In communication between seller and consumer the clusters—and areas between—are made cohesive by the television signal.

That's the new dimension of marketing. The

medium employed as the major sales instrument delineates the market covered, transcends city, county and state boundaries, forms a market-media continuum. Corinthian's name—Tele-Urbia—suggests the urban origin of a television signal whose contour determines the size of a market. The name is new. The concept isn't.

Anheuser-Busch recognized the concept in marketing Busch Bavarian beer. They discarded conventional metro market definitions, marked out "media coverage areas," built a distribution pattern based on television signals, fashioned sales territories, wholesalers' coverage areas, and retail effort after television's superior market coverage, achieved signal success in a remarkably short period.

The Busch Bavarian experience points the way to a profound change in marketing theory and practice. Key to the change is television.

In purely physical terms—ignoring positive values of impact, sight, sound and motion—television best meets modern marketing requirements.

Responsibility in Broadcasting

THE CORINTHIAN

After nine years of selling sauce and then, with Repeal, prepared cocktails, Martin moved into Heublein's presidency in 1937, and wondered what to do with Smirnoff.

He knew that enough advertising can alter tastes. At one time in this country rye outsold bourbon and Irish was preferred to Scotch. But how could he get even a limited group to buy vodka instead of whisky, when all other distillers "thought that people liked the damned stuff"? (Heublein itself has long had a modest whisky business.)

He was sure that "No one likes whisky at the start. In England it took me five years to get used to it."

He knew, too, that vodka had dual advantages:

1. For the distiller—it can be made today and sold tomorrow—requiring no expensive aging, casking, warehousing. ("In the last five years," Martin explains, "we made 16% before taxes on our stockholders' equity, as against an average of less than 7% by other publicly owned distillers.")

2. For the drinker—vodka is tasteless and odorless. ("What a fine way," thought Martin, "to promote the social acceptance of drinking!")

He would not only convert whisky drinkers but win the rising generation. (Today, 80% of vodka drinkers are under 40 years old, as compared with 60% of whisky drinkers.)

But all this took some doing. Two decades ago Martin reasoned: "Americans would like vodka, if they could be persuaded that it wouldn't kill them." Being neutral, however, it had to go with something.

At the Los Angeles Cock 'n Bull Restaurant, Martin poured forth his plight to its owner and his friend Jack Morgan. It seems that, at the moment, Morgan was oversupplied with ginger beer. Why not mix the two? They tried it. They named this ginger-beer-with-a-kick-in-it, Moscow Mule. They bought a lot of copper mugs to retain the flavor, and got other bars to push it.

But before Martin could really vodka-ize us, America entered World War II. For four years he served with the Army in North Africa, Corsica and southern France. He returned to Hartford a lieutenant colonel, with medals and ribbons from the U.S., France, Italy and Belgium, and went back to work on vodka.

Heublein took the \$250,000 it was then spending annually to promote Milshire gin and shot it on Smirnoff.

Though Smirnoff was a world-famous name, its sales in the U.S. the previous year were only 4,000 cases. At the distillers' customary \$2-a-case expenditure ratio, it rated only an \$8,000 ad budget. The \$250,000 worked out to \$31 a case on past sales. But Martin knew that pioneering must be paid for.

Heublein did some copy pioneering, too. "At first, in our vodka advertising," Jack Martin says, "we used Russian crowns and things. Then we came up with 'It leaves you breathless.'" He credits Milton Goodman of the Lawrence C. Gumbinner Agency, New York, with putting "sophistication in booze advertising."

For prepared cocktails Heublein recently caused concern among conservative distillers by showing women in liquor advertising.

Martin would like "more people to drink less. Everyone should have no more than one drink a day."

The Heublein business has been in the black every year. In his 32 years with it, Jack Martin (just turned 55) has seen it grow 500-fold from \$200,000 to the current annual sales of more than \$100 million in the fiscal year ending this June 30.

► Of the present total, 70% is in vodka, 20% in other liquors, and 10% in foods. Vodka has become the company's "commodity." Everything else in the wide line is a "specialty."

Such news is good to 3,000 new stockholders. Last September Heublein first offered shares to the public. Though 427,000 shares are now held outside, 1,073,000 of the 1.5 million outstanding still are held by four Heubleins and 45 employees.

John Martin maintains that "The Management Committee now runs the business."

While Mr. Vodka is "playing more hockey," he never seems to stray far or long from Heublein's affairs. He has put continuity and consistency into the company's expansion.

In advertising, for example, Smirnoff has appeared in magazine color every month (except January) of every year since 1947.

By 1965 he expects Heublein to be doing \$200-million volume. Of this, \$175 million would be in alcoholic beverages and \$25 million in foods.

He intends to turn other specialties into commodities. More lines ("maybe in frozen foods") will be acquired. "We're always seeking something different. We'll give more lines stronger advertising support. We now advertise six beverages and six foods.

"And don't forget, vodka growth has just begun." ♦

KOTV
TULSA (Petry)

KHOU-TV
HOUSTON (CBS-TV Spot Sales)

KXTV
SACRAMENTO (H-R)

WANE-TV
FORT WAYNE (Petry)

WISH-TV
INDIANAPOLIS (Bolling)

WANE-AM
FORT WAYNE (Petry)

WISH-AM
INDIANAPOLIS (Petry)

STATIONS

Why They're Still Puckering Up for Tangee



In a field well covered by a colorful few moguls—where millions of dollars roll out easily in ad programs aimed to guide the girls down the right beauty channels—what can the little guy do?

Every Tangee-reddened mouth is a glowing proof of strength—for the small company trying to stand firm in a field of red-hot giants.

In cosmetics, where advertising is admittedly a potent force, competition from the bigwigs is an ever-present problem to the smaller manufacturers. Yet in 1958 The George W. Luft Co., Inc., makers of Tangee cosmetics, Long Island City, N.Y., increased its volume 10% ahead of the 1957 figure; and through November of 1959, sales were 21% ahead of those for the first eleven months of '58. Sight is set for another 20% increase this year.

To understand the significance of these figures, it's necessary to determine Luft's position in the rather bewildering industrial jungle of cosmetics makers. Some firms make other types of products as well as cosmetics and report only overall figures. Others (Luft included) are privately owned and do not reveal sales totals. But it is generally believed in the industry that the top five are Avon Products (sells through house-to-house representatives—1958 volume, \$120 million), Revlon (\$58 million), Max Factor, Helena Rubinstein and Elizabeth Arden.

After that, it's anybody's guess, but it seems likely that there are at least 20 firms with cosmetics sales ranging from \$5- to \$20-million. Somewhere in that 20 is Luft, certainly not at

the top, but just as certainly forging ahead within its own ranks—during the past two years. But before that, for quite a while, things had been rugged for the company.

Two years ago the declining sales curve at Luft forced consideration of the problem upon Mrs. Constance L. Huhn, the firm's president and board chairman. Something had to be done—and quickly. It was done, and the picture changed almost immediately, for the better.

The reversal is credited to John N. Carroll, Luft's sales vice president, who joined the company in March, 1958; and he, in turn, credits it to a number of changes listed here, in order of importance:

1. Reorganization of the sales structure. Says Carroll: "We changed from the policy of selling exclusively through manufacturers' representatives (we had had 15) to selling through only six manufacturers' representatives and a staff of our own men. We had five and have just added three. We plan to continue enlarging our own staff. This will enable us to cut down territories, so that the men, with less travel, can get better distribution for our merchandise and render better service—and earn more money for themselves."

2. Closer supervision. This entails travel by Carroll, who says, "I spend

at least two weeks out of each month in the field." It also entails a high degree of 2-way communication. "At any given time I know where all the men are. And when I'm in my office, I'm on the telephone most of the time, calling them—or they're calling me. We exchange lots of telegrams. And I write a great many letters, usually not long ones; the men have little time for reading long letters. Sometimes I write a letter with just one sentence, but that sentence must mean something."

3. Better compensation. The men are paid salaries and expenses. And there are always special incentives, rewards for exceeding quotas, bonuses, special promotions to the trade which mean extra earnings for Luft's salesmen.

4. Upgrading of advertising. The use of high-fashion models has given a glamorous tone to the illustrations. "Since our budget was small, we sort of shopped around at first, using different agencies, and different media. Last year we used Vogue, Charm and Seventeen. This year we will be in Glamour, Mademoiselle, Seventeen and Photoplay. We also use TV and radio at the local level. Last summer we selected Albert Frank—Guenther Law, Inc., as our agency. Our advertising budget for 1960 has been substantially increased over the '59 figure."

5. Attention to packaging. Experts were employed to redesign the company's packages, with a view to increasing attention value and eye appeal, so important in this era of self-service. This upgrading of packaging is a continuing process. "We will bring out some new ones in 1960," says Carroll.

The Luft line includes lipsticks (accounting for one-third of volume), liquid make-up (sales have been mounting and now account for about one-third of volume), and various other products such as dusting powder and rouge. Prices are chiefly in the middle range, the firm's most popular lipstick retailing at about 59 cents and liquid make-up at 49 cents.

Though some of the larger firms may have more lipstick volume (Revlon is believed to have about 40% of the market, or did until the recent TV scandal broke), it is unlikely that any other brand is in higher favor with the trade than Tangee. This is partly because of Luft's early start—1920. Many older women think highly of

(continued on page 62)

Interview: *Al Strietmann*

Strietmann Biscuit Company Advertising Manager tells why he selects
WLW-TV and WLW Radio for Zesta Crackers

"In the Strietmann area, the combined wide coverage of the WLW-TV Stations and WLW Radio is that powerful advertising plus."



"This wide coverage matches a product's wide distribution—in our case, Zesta Crackers in the new 8 Pak."



"So this perfect coverage-distribution combination assures 8 times the lasting freshness for advertisers' commercial messages!"

The dynamic WLW group

Call your WLW Stations' Representative . . . you'll be glad you did!

WLW-T
Television
Cincinnati

WLW-C
Television
Columbus

WLW-D
Television
Dayton

WLW-A
Television
Atlanta

WLW-I
Television
Indianapolis



Crosley Broadcasting Corporation, a division of **Arco**

It's true that people make markets, BUT
they do not become customers
until they are **REACHED** and **SOLD**

in **AKRON**
only the **BEACON**
JOURNAL
can do the job!

Here are the facts about
the Akron Beacon Journal
Area of Influence.



a **1** billion
400 million*
DOLLAR MARKET

POPULATION ... 745,660

FAMILIES 220,734

TOTAL BEACON JOURNAL CIRCULATION:

DAILY
165,373

SUNDAY
175,773

Plan your sales promotions in Akron's **ONLY** daily and
Sunday newspaper and be sure your messages go home. It
costs but 40c per line with spot or full ROP color available
in all issues. **ROP Color available Daily and Sunday**

*Source 1959 Sales Management Survey of Buying Power.

AKRON BEACON JOURNAL

"Ohio's Most Complete Newspaper"

JOHN S. KNIGHT, Publisher

Represented by Story, Brooks & Finley

Tangee lipstick because it was the
first one they used.

For years, sales emphasis was on
Tangee's "Natural," which was
orange in color, but which was adver-
tised on the strength of its bringing
out the wearer's natural lip coloring.
Recently management realized that
this verged on being a handicap,
since some women regarded Tangee
as "that orange lipstick," without be-
ing conscious of its chameleonlike
adaptability to the wearer's own col-
oring; and many did not realize that
Luft made other colors besides na-
tural. The company now keeps up
with fashions and brings out new col-
ors, such as iridescent, now popular,
and white. (A good feature of white
is that it doubles sales, since it is
always used in conjunction with a
color, either first, as a base, or later,
as a frosting.)

► Though improvements in advertis-
ing and packaging, and, of course, the
product, have helped build sales, Car-
roll believes the most important fac-
tor has been the increased efficiency
of the sales force. When he took the
reins two years ago he studied area
maps and market potentialities, after
which territories were realigned and
quotas set up. "I was taking a chance,"
he recalls, "especially where one man
was assigned to an area that might
formerly have been covered by as
many as ten men working through a
manufacturers' representative. Of
course, each of those ten men carried
a long line of items, while our own
men sell only our products.

"Under our current plan, each
salesman has more territory to cover
than under the former system. They
all have automobiles, but when they
travel more than 100 miles they usu-
ally take planes, and rent cars upon
arriving at their destination."

Specials are important in today's
selling plans. These are offers of as-
sortments and combinations, with in-
centives to both dealers and salesmen.
"For example," says Carroll, "there
was a recent package plan for retail-
ers, based on \$100-orders. With each
such order, the dealer would receive
an attractive travel case fitted with
our products. We suggested that this
be given away through a consumer
drawing. We also furnished lipsticks
to be given to the first 100 persons
visiting the store during the promo-
tion. This plan increased store traffic
and interest in the entire Tangee
line."

The frequent communication be-
tween Carroll and the salesmen takes
many forms, but the subject most
often discussed is "how they're doing
in relation to their quotas—which af-



please,
I'm
busy...

tell me by telegram!

That way, I'll get it quickly, clearly, and in writing. I'll have the right facts and figures at my fingertips. And—you'll save time and money, just as I do!

WESTERN UNION

**ROOM
TO
ROOM**

service spanning the nation

Not just door-to-door, but truly a room-to-room moving service for household goods. Next time you or your employees transfer, call your Wheaton agent for personalized service.



Your Wheaton agent also moves trade show displays and exhibits, electronic devices, office equipment.

Wheaton
Van Lines, Inc.

LONG DISTANCE MOVING—50 STATES

In the West, call

LYON
Wheaton Van Lines, Inc.

OVER 525
AGENTS IN ALL
PRINCIPAL CITIES

General Offices: Indianapolis, Indiana

A FREE SERVICE

For Meeting and Exhibit Planners

It's no longer a painful task to find just the right site for your large or small meeting, traveling show or special convention. Just write down these facts:

1. Number of people to attend
2. Number of days to run
3. Probable dates
4. Preferred areas or cities
5. Hotel and exhibit facilities you require

All you have to do is to send these facts to *Meeting-Site Service* (a division of SALES MEETINGS' Research Department). Without charge, a check will be made on the availability of the facilities you seek and recommendations will be made. With the list of possible sites, you will receive color brochures to help you make a decision. For this free service, simply write:

MEETING-SITE SERVICE

Sales Meetings Magazine

1212 Chestnut Street, Philadelphia 7, Pa.

Another service: We'll be happy to recommend organizations qualified to assist you with any services or products you require in conjunction with your meeting or show.

fects bonuses and is a subject of perennial interest to the men."

Here is a summary of Carroll's long-distance telephone conversations during a day in late November:

"Our Dallas man called to check on some appointments he's lining up for me, calls I'll make with him when I visit him in December. . . . Then the Denver man called about his 1980 quota, and we also discussed the new packages we will soon be shipping. . . . After that I talked to Los Angeles, verifying plans for our December sales meeting there. Then I talked to a customer in Los Angeles.

"When I'm on the road I call my New York office every day, and this usually leads to five or six calls, mostly to salesmen in other parts of the country. It's my job to know what's going on everywhere in all our territories. That's one advantage a relatively small firm has; it's possible to keep track of all sales activities from one desk. And if anything is about to go wrong, I can usually correct it.

► Another advantage enjoyed by a relatively small company, Carroll believes, is the opportunity a sales executive has to get out to call on customers. "A large chain recently asked me to reorganize their Health and Beauty Department. I checked one of their stores, at the buyer's suggestion, got the dimensions of their racks, studied the groupings of merchandise they were using. One mistake they were making was that of separating related items. Lipsticks, for example, might be in several different locations. I made suggestions or regroupings.

"We're flexible about racks and fixtures. The needs of stores vary considerably, depending upon their size and layout. If a store asks us for a rack of dimensions we haven't previously furnished, we manage to provide it—even on short notice."

Tangee may or may not climb up into the ranks of the top cosmetics manufacturers of the U.S. But even if it doesn't, it appears to be bettering its position and heading upward within the ranks of the strongly entrenched secondary manufacturers who more than hold their own in this highly competitive field. Sales Vice President Carroll, recently advanced to board membership at Luft, has no magic formula, he says. But his system of reorganizing the sales force, his method of sales supervision (with maximum communication), plus product improvement and upgraded advertising and packaging—all add up to a small company's meeting the challenge of the Big Boys and forging ahead despite their competition. ♦



WE CIRCULATE!

Circulation — getting the story to as many prospects as possible — is the goal of every advertiser.

In the Carolinas The Charlotte Observer-The Charlotte News helps him do just this. It delivers, as a single media buy, a Zone of Influence* that includes 39 counties, with nearly two million total population[†], representing a market potential *seven times* that of Metropolitan Charlotte itself. And, testifying to the depth of its potential, The Charlotte Observer-The Charlotte News offers significant circulation[‡] in 101 Carolina communities of better than 1000 population.

As Charlotte is the biggest market in the Carolinas, so The Charlotte Observer-The Charlotte News is the biggest newspaper buy in the Carolinas — and then some!

There are, in fact, only 43 cities in the entire U. S. where you can buy more circulation.

*Contiguous counties where Observer-News circulation (3/31/59 ABC) is equal to at least 20% of total county households (1959 Sales Management) or 20% of households in one or more principal cities in the county.

†1959 Sales Management Survey of Buying Power.
‡20% or better of households.

THE CHARLOTTE OBSERVER THE CHARLOTTE NEWS

A
TOP TEN
BRANDS
MARKET

Charlotte, N. C. • Daily Circulation over 222,000

Represented by
The Katz Agency, Inc.
Newspaper Division

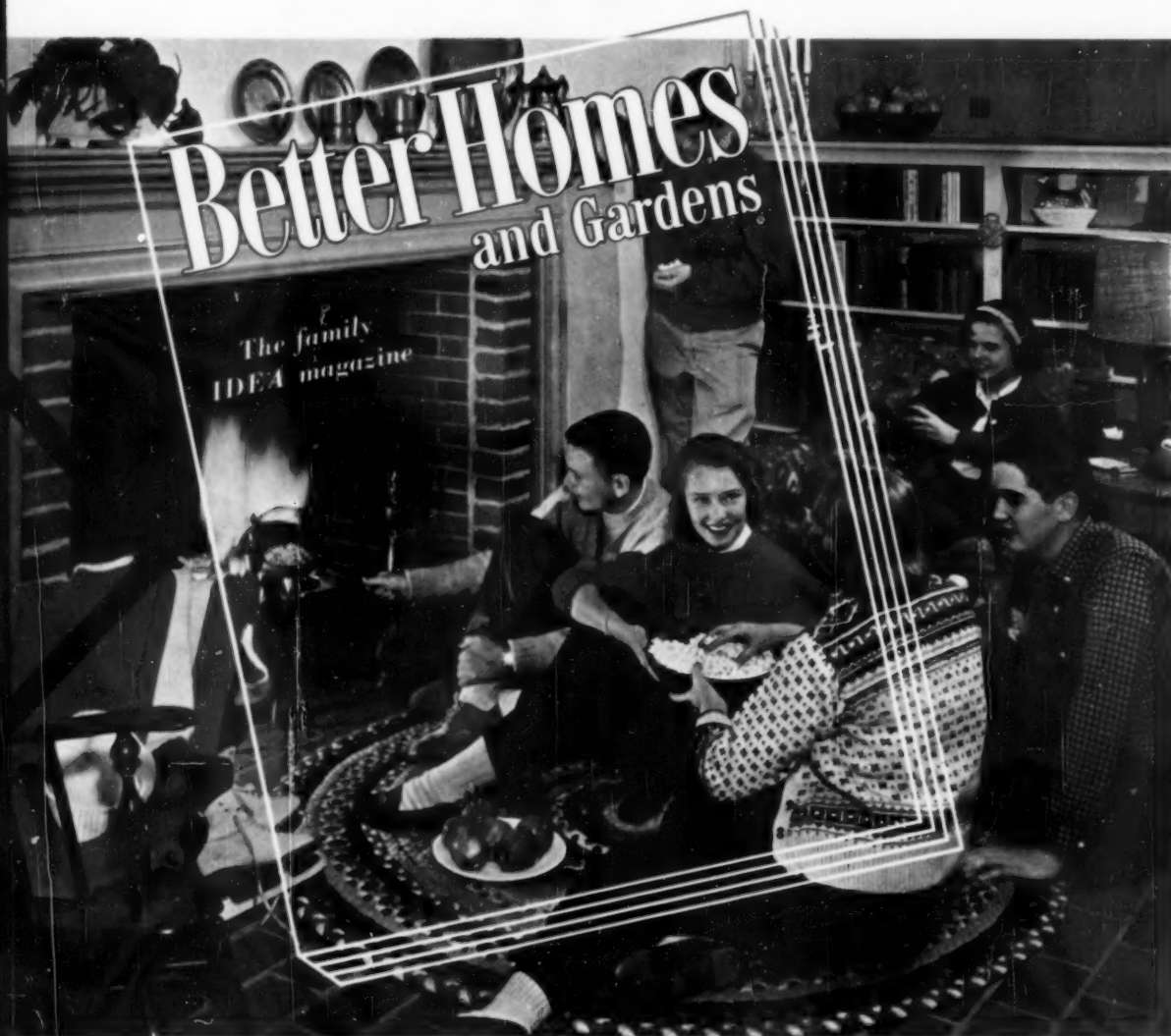
1
will get you
7

People looking for ideas
the
.....



Better Homes and Gardens.
5,000,000 COPIES MONTHLY BEGINNING IN FEBRUARY

look to family IDEA magazine



BH&G makes more sales because it gives people more buying ideas

What's the magic that makes almost sixteen million men and women read—and heed what they see in Better Homes and Gardens month after month? They've bought the Better Homes and Gardens Idea which is simply this: "Do you want to live better? Here's how!"

To reach people with an expansible interest in

their homes and families, there's just no place like Better Homes and Gardens. BH&G readers think the thing to do with ideas is to try them. And that's why the big idea behind your product gets a better break in Better Homes and Gardens. Meredith of Des Moines . . . America's biggest publisher of ideas for today's living and tomorrow's plans

where America shops for ideas that make sales

THE SCRATCH PAD



BY T. HARRY THOMPSON

With January in mind, I fooled around with "White Sales in the Sunset," but it didn't get off the ground.

Mau Maus: A bunch of African violence.

Anatomy of a hangover: Drink now, pay later.

A house-party, come to think of it, is sometimes a souse-party.

Brooklyn Bridge: Car-tangled spanner.—Pantomime Quiz.

Beat Nik: Challenge to those of us whom Khrush would "bury."

Old-timer: One who can remember the Ingersoll Watch and its ambitious slogan: "The watch that made the dollar famous."

What instinct, I wonder, impels the tiny hummingbird to wing its way southward from Pennsylvania's Pocono Mountains, clear across the vast Gulf of Mexico, at just about the same time every year?

What intuition brings the swallows back to Capistrano on a certain day? How does ragweed pollen know to begin blowing on the fifteenth of August . . . not the fourteenth and not the sixteenth, but the fifteenth right on the nose?

Some inner compulsion makes all of us behave as we do, but we would be at a loss to explain any of it. Just as contemporary salesmen would have trouble describing their methods of working, of getting their mental motors in high gear to create an atmosphere of acceptance.

Small sign on bumper of car just ahead: "Help stamp out people!"

Sing-song slogan for the Bell System: "A Long Distance call is the nicest of all."

First the man, next the merchandise, then the message. That, it seems to me, is the logical order of selling. Before a man opens his sample-case (and his mouth!), he must make that

all-important impression of a guy who looks his best, and handles himself with assurance untinged with bravado.

In a staff meeting a while back, Farm Journal's executive editor, Wheeler McMillen, ad-libbed these agglutinated definitions: Soap opera: Detergentertainment. And a man who takes care of an elephant's hide, Wheeler said, is a "pachydermatologist."

Caviar carver: Sturgeon surgeon.

A sweater girl, it says here, is one who pulls your eyes over the wool.

We have an Irish satellite in orbit: Orion.

Speaking of Hollywood divorces, Sheilah Graham parodied neatly that "It takes two to tangle."

Before Dr. Scholl, a footpad was a highwayman.

For a 6-footer, I conclude that experience as a spelunker is of inestimable value when trying to squirrel into or out of the new cars, especially the so-called compacts.

"Worry is like a rocking-chair—gives you something to do, but doesn't get you anywhere."—N. A. Rombe, quoted in Keller-Crescent's "Take Five."

Salute to the Soaring Sixties

"Come peer! Compare!" scrying spheres (as the catalogue calls them) have been saying to professional prognosticators who, incidentally, need no urging to look and then tell us what they see.

Most of the reports are in, and most of them picture the 1960's as years of general prosperity and outstanding accomplishment, once industry has absorbed the steel strike.

At least one seer has come up with the alliterative label, "The Soaring Sixties." This symbolism of a plane taking off on a rising ramp of air seems suited to the jet age.

Some economists feel it will not be an unbroken climb, but, rather, a series of jumps, though not too jerky for the comfort and safety of the national economy.

More than one commentator, including editors of this Magazine of Marketing, picture the so-called War Babies as triggering a more widely diffused prosperity. They will need so many grown-up things as they themselves marry and continue the chain reaction.

Seldom have I heard a sour note sounded. So, with fieldpieces at the ready, let us fire a Salute to the Soaring Sixties that can be heard in outer space!

With the sound still reverberating in our ears, let us get back to our respective jobs with new vigor, born of new hope. There is work to be done. We have our assigned battle stations.

T.H.T.



For the first time in publishing history, a magazine devoted exclusively to the essential news of national and international affairs has passed the 1,150,000 mark in circulation. It is read primarily by the important people in business, industry, government and the professions. As a result, national advertisers get

10 EXCLUSIVE ADVERTISING VALUES

in "U.S. News & World Report," available in
no other news magazine.





10 EXCLUSIVE

...*"U.S. News & World Report"*
has over other news magazines

- 1 Highest concentration of managerial people**
78.5% hold managerial positions—highest concentration of the news magazines—providing lowest per-thousand costs.
- 2 Highest concentration of high-income families**
Family incomes average \$15,009, highest of the news magazines. Here the advertising dollar buys coverage of more high-income people than in any other news magazine.
- 3 Lowest per-thousand costs**
\$5.20 per page per thousand in 1960—lowest per-thousand costs in the field.
- 4 First in circulation growth**
Has tripled the circulation it had 10 years ago—by far the largest percentage growth in the field. In numbers, only one magazine (with twice the circulation) has matched its growth record.
- 5 First in voluntary circulation methods**
No door-to-door salesmen, no premiums, no pressure methods, highest among news magazines in percentage of circulation acquired by mail to publisher and by newsstand sale. This type of circulation assures thorough readership, better visibility for advertising.



ADVERTISING VALUES

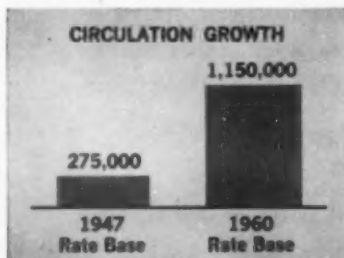
- 6 Longest continuous circulation growth**
Only news magazine to have steady gains in circulation for 18 consecutive six-month periods.
- 7 Largest growth in advertising pages**
Advertising pages in 1959 were more than double the number carried in 1950—largest ten-year page gain of all news magazines.
- 8 First in advertising pages directed to business and industry**
Has carried more pages of business and industrial advertising than any other news magazine for the last seven years.
- 9 Highest visibility for advertising**
Publishes more news pages than any other news magazine, with resulting highest visibility for advertising.
- 10 Biggest impact on important people**
Key people in business, industry, finance, government and the professions consistently name it more often than any news or management magazine as most useful to them in their work, and the one in which they place most confidence.

A MATTER OF RECORD—All information in this advertisement, either stated or implied, is based on information of public record or actual research. The detailed sources are always available on request.

"U.S. News & World Report"

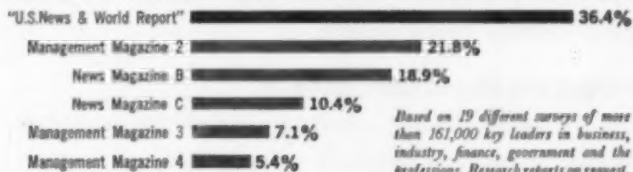
Net paid circulation now more than 1,150,000

Here is quantity circulation of the highest quality—available at lowest per-thousand costs in the field. Here is a concentration of key people who read "U.S. News & World Report" week after week for the important news—the news they use in their business plans and decisions, in their family plans and decisions. Here, for every national advertiser, is a rich concentration of best customers and best prospects. You can profit by advertising to them—now.



IMPACT ON IMPORTANT PEOPLE

How key leaders rank the news and management magazines "most useful to them in their work."



Based on 19 different surveys of more than 161,000 key leaders in business, industry, finance, government and the professions. Research reports on request.

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America's Class News Magazine

Your agency has the facts as they relate to your market and your advertising objectives, based on public records or sound independent research. The detailed reports are always available at our advertising offices—45 Rockefeller Plaza, New York 20, N. Y. Other advertising offices in Boston, Philadelphia, Pittsburgh, Cleveland, Detroit, Chicago, St. Louis, Los Angeles, San Francisco, Washington and London.

New Books for Marketing Men

New Forces in American Business. By Dexter Merriam Keezer and Associates. Published by McGraw-Hill Book Co., Inc., 330 W. 42nd St., New York 36, N. Y. Price: \$4.75.

Mr. Keezer, v-p of McGraw-Hill Publishing Co., and director, Economics Department, subtitles this important book, "An analysis of the economic outlook for the '60's." He poses the question: "Has the American economy got what it takes to sustain the remarkable record of growth and stability made since World War II?" His answer is a resounding "Yes!" He and his staff of business economists have provided a careful study of the factors that shape our economy, an optimistic appraisal of industry's ability to learn from past mistakes. The book covers such ground as productive facilities for the future, the importance of research in coming years.

How Industry Buys. By Dr. Donald H. Thain and Dr. D. S. R. Leighton. Published by Business Newspapers Assn. of Canada (100 University Ave., Toronto 1, Canada) and National Industrial Advertisers Assn. Price: \$7.50.

This is the well-known research report known as the London Study, now published in book form. It is a study, in depth, of the industrial purchasing-selling process in Canada. Field interviews, covering 36 companies representative of the Canadian industrial market (in the London, Ontario area) form the background for the material.

Handbook of Big-Money Selling Strategies. By Charles B. Roth. Published by Prentice-Hall, Inc., 70 Fifth Ave., New York 11, N. Y. Price: \$4.95.

Charles B. Roth, head of the company bearing his name, has trained thousands of salesmen, has written numerous books on sales techniques.

How to Attend a Convention. By Millard C. Fought. Published by Sales Management, Inc., 630 Third Avenue, New York 17, N.Y. Price: 2.00 per copy up to 12 copies; \$1.50, 13 to 99 copies; \$1.00, 100 to 500 copies, etc.

Despite the fun of this book, there's plenty of good, red meat, too. The author, no stranger to his subject, is the well-known lecturer, writer and sales consultant, a featured speaker at hundreds of conventions. (He wrote the best-selling "Care and Feeding of Executives.") And he has teamed up with cartoonist Jefferson Machamer to produce a little book that will ring the bell with anyone who has ever attended a convention.

His book, he says, is for the man "who wants to know how the experts regularly wrap up sale after sale." He uses case histories of top salesmen who went beyond the sales manual to increase their earnings.

Strategies That Close Sales. By John A. MacDonald. Published by Prentice-Hall, Inc. Price: \$4.95.

The average salesman's weakest point is closing the sale. Author MacDonald, himself general sales manager for a leading direct-selling organization, provides tested closing strategies that eliminate random-shot closings. The book is illustrated by actual selling situations, covering problems of all types.

Writing Business Letters. By Menning and Wilkinson. Published by Richard D. Irwin, Inc., Homewood, Ill. Price: \$8.10.

This is the revised edition of the widely used study first published in 1955. Main changes: extensive revision of the problems; treatment of good will letters; wider coverage; basic legal aspects of letter writing; improvement of explanations and illustrative letters. Basically the book is a text on the subject of writing good business letters.

National Survey of Television Sets in U.S. Households—May, 1959. Published by The Advertising Research Foundation, Inc., 3 E. 54th St., New York 22, N. Y. Price: \$5.00.

This authoritative study provides everything you need to know about TV-set ownership in the U.S. It covers rural and urban ownership, ownership on a geographical basis, types and sizes of owner households, growth of TV penetration from 1950 through the first part of 1959 and the increase in TV-households during the same period.

3RD LARGEST MARKET IN ILLINOIS—IOWA



QUAD-CITIES
OVER 1/4 MILLION PEOPLE

ONE OF THE FIRST 100 MARKETS

Dispatch and Argus cover the Illinois side of the Quad-Cities, where 56% of Quad-Citians live.

56% live on the Illinois side

QUAD-CITIES LARGEST COMBINED DAILY CIRCULATION

ROCK ISLAND ARGUS
and
MOLINE DISPATCH
REPRESENTED BY ALLEN-KLAPP CO.

WINDOW-STIK NEW LOW COST POINT-OF-SALE MATERIAL

PRODUCED ON ACETATE WITH PRESSURE-SENSITIVE ADHESIVE BACKING

Available transparent or opaque. Easy to apply, no preparation, goes on with a flick of the finger. Easily removed after serving its purpose, eliminating dealer resistance to use of such display material.

THE NEW EASY WAY TO PROMOTE AND PUBLICIZE

- DOOR & WINDOW SIGNS, STREAMERS
- VENDOR & DISPENSER SIGNS
- COOLER & CABINET SIGNS
- MIRROR & BACKBAR SIGNS, STREAMERS
- SHELF & DISPLAY STAND STRIPS, STREAMERS

Write for comprehensive fact sheet and samples. Also get FREE copy of 48-page full color "IDEAS IN ACTION," crammed with illustrations and case histories—newest data on telling and selling with labels and tags.



allen hollander company, inc.

385 Gerard Avenue, New York 51, N. Y.



BEFORE:

Barron Park Pharmacy, Palo Alto, Cal., had no displays to slow customers down and remind them of their most frequent needs.

Glenbrook Labs Helps Itself By Helping Others

Are sales per drugstore customer really as low as they say? asked Glenbrook Laboratories. And if so, why? What can we do about it? "Operation Bootstrap" told them—and their competitors.

By ALICE B. ECKE
Senior Associate Editor

About a year and a half ago, these two startling statements were called to the attention of Glenbrook Laboratories Division of Sterling Drug Inc.:

- The average super market rings up \$3.54 in sales for every customer entering the store, while the average drugstore collects only 65 cents per customer.

- The average super market has fewer customers than does the average drugstore.

"Glenbrook Laboratories," says President J. N. Cooke, "decided to either verify or refute these challenging statements. If they were true, we were determined to find out why such a difference in sales per customer existed and, if possible, to develop and test an effective way to increase sales per customer in drugstores and, at the same time, increase profits.

"We found out in a hurry that both statements were true. Learning the truth was as simple as counting noses and dividing them into actual cash

register receipts in both super markets and drugstores. Finding out why this state of affairs existed took a lot more time—and a lot more doing.

"We called our plan 'Operation Bootstrap.' The real objective was this: How can we help a druggist get customers to buy more items and so spend more every time they enter his store? We were determined to find out how, or go down with colors flying if we failed in our attempt.

"We traveled from one end of the country to the other talking to retail druggists and their wholesale druggists about Operation Bootstrap, asking for their cooperation in figuring out how to solve this per customer drugstore sales problem."

To test the Glenbrook idea, 45 druggists agreed to be guinea pigs. Each of the 45 stores was part of the majority of all drugstores with annual sales volumes ranging from \$50,000 up to \$200,000. They were selected from five widely separated geographic marketing areas, to make certain that the idea to be tested was not just one with a localized appeal.

► Nine stores were selected in each of these markets: Springfield—Hartford in New England, Cleveland in Ohio, San Francisco—Oakland in California, Ft. Worth—Dallas in Texas, Atlanta in Georgia.

While the 45 stores in the five markets were being selected and grouped together, a crew of marketing analysts were busy on another front. They were digging out all the facts on which types and brands of drug and toiletry products accounted for the largest number of consistently profitable sales in the average drugstore, fast-turnover items which are really important to the average druggist. When all the figuring was completed, it was determined that only 125 different products by size and brand represented the real core of those drug and toiletry items bought, consumed and re-bought most frequently by both men and women. It was further learned that these 125 items, as recorded by nationally known independent marketing research companies in December 1958, were the products of only 33 manufacturers, and that these 33 manufacturers

AFTER:

A special display of the 125 drug and toiletry items proved that sales per customer and profits could be pulled up by mass appeal.

spent, in 1958 alone, 230 million advertising dollars pre-selling their products to drugstore customers before they even entered the stores.

The next step Glenbrook took was to employ a nationally known research and auditing firm, Audits and Surveys Co. of New York, to establish headquarters in each of Glenbrook's five marketing areas to audit the number of individual customer transactions each week in each of the 45 test drugstores, and to record daily total sales in each department in each drugstore.

Starting March 31, 1959, and continuing every day for four weeks, Audits and Surveys checked daily customer transactions in all departments of each of the 45 drugstores: took recordings of cash register tapes in each store; took accurate inventories of each of the 125 highly advertised, fast-turnover drug and toiletry items; kept daily records of both individual and total sales of these items, and checked all druggists' repurchase orders of the 125 items by brands.

At the end of April, Glenbrook had on paper an accurate picture of what each of the 45 drugstores did under normal, everyday operating conditions



—by way of total transactions, by departments, total store sales in dollars and the sales of each of the 125 fastest-turnover items.

Then Operation Bootstrap really began. Starting May 1 the nine stores in each of the five marketing areas were divided in two groups. In one group three stores were designated as "control stores"—representative stores ranging in sales volume from \$50,000 to \$200,000, and for the second month of the test each of these control stores continued to do business exactly as usual, exactly as it had been doing the previous month.

In the remaining six stores in each area, Glenbrook district sales managers put into effect the basic idea of Operation Bootstrap. Reserve stocks of the 125 fastest-turnover items were grouped together by categories of products on prominently placed display fixtures. Any of these items then on shelves or counters were left there in their original positions.

In three of these six stores, only fixtures and display racks already available in the stores were used.

In the remaining three test stores in each market, since adequate display fixtures were not available, Glen-



J. N. Cooke, President, Glenbrook Laboratories Division, Sterling Drug Inc.

Selfish Altruist

"From present indications, 'Operation Bootstrap' seems to be the most successful market study ever made by Sterling Drug. We're naturally very gratified. We're also being asked by many people why Sterling frequently invests large sums of money in 'altruistic' studies. The answer, of course, is they are not altruistic; at least, not if that means a completely unselfish motive.

"'Operation Bootstrap' shows our retailer customers how to increase sales and profits by capitalizing on the proved selling power of nationally advertised brands. We are not only helping them; obviously, we are also helping ourselves. Sterling and Glenbrook Laboratories sell a large number of familiar products in drugstores. If we can demonstrate how druggists can raise their sales, we, too, have gained. It is true that 'Operation Bootstrap' benefited 32 other manufacturers, including our major competitors, whose products were featured. That doesn't disturb me a bit for Sterling and Glenbrook Laboratories were helped."

A Pocketful of Laughs & Lessons



How to Attend A Convention

By MILLARD C. FAUGHT

Illustrated by Jefferson Mechamer

"Tex" Faught—writer, nationally known lecturer and sales consultant—has been a star speaker at hundreds of conventions, and knows his subject from A to Z.

Add to these qualifications a rollicking sense of humor and you have the ingredients of a truly unique book. And here it is!

You'll laugh your way through this light-hearted (but not light-headed) tome that tucks easily into your coat pocket. At the same time you'll be conscious of being painlessly indoctrinated with scores of practical ideas about conventions and trade shows.

"How To Attend A Convention" is a wholesome (and howling) mixture of business and pleasure—a handbook for the uninitiated, a refresher course for veteran convention-goers . . . worth sharing with your salesmen, customers and friends. The wit, wisdom and cartoons make it a bargain at \$2 a copy. Liberal discounts on quantity orders.

IDEAL ADVERTISING GIFT

for use by Companies attending or exhibiting at Conventions; and for Hotels, Airlines, Railroads and Other Businesses catering to the Convention Trade. Can carry Your Imprint.

\$2.00 per copy
\$1.50 each for 12 or more
\$1.00 each for 100 or more
50¢ each for 500 or more
IMPRINTING: \$9.50 for first 100 copies
75¢ each additional hundred.

Date

SALES MANAGEMENT, INC.
630 Third Avenue
New York 17, N. Y.

Gentlemen:
Send us copies of HOW TO ATTEND
A CONVENTION.

NAME

COMPANY

ADDRESS

CITY STATE

Check Enclosed Send Invoice

brook salesmen installed inexpensive ready-made merchandising display fixtures to feature the 125 fastest-turn-over drug and toiletry items.

In these six test stores in each market area, Cooke explains, the objectives were the same:

- Make it impossible for customers to fail to see the products they and their families buy and use most frequently.
- Remind customers of their needs.
- Remind customers to buy selected items.
- Create sales of products which customers had not even considered buying when they entered the stores.

Results of the test operation?

"In the 15 control stores, three in each of the five marketing areas, May sales of the 125 selected items dropped 1.1% below sales of the same items in April. In the 30 stores using merchandising displays in May, sales of these same top 125 selling items increased 10.5%," Cooke reports.

"In increasing sales of these 125 items, Operation Bootstrap was a real

success. But that is only part of our story. The profitable results secured in each test-merchandising-display store did not end with the sales increases of 125 fast-turnover items.

"In the control stores in all markets, where business continued as usual in May versus April, the average size of each customer's total purchase actually remained about the same, falling off only 0.1%. But sharply in contrast, the average size of each customer's total purchase in the display stores increased 9.1%.

"There's still another profitable result traceable to Operation Bootstrap: Total storewide sales for May compared to April in the control stores just about held even, declining only 0.2%. In the display stores, total sales increased 9.6%.

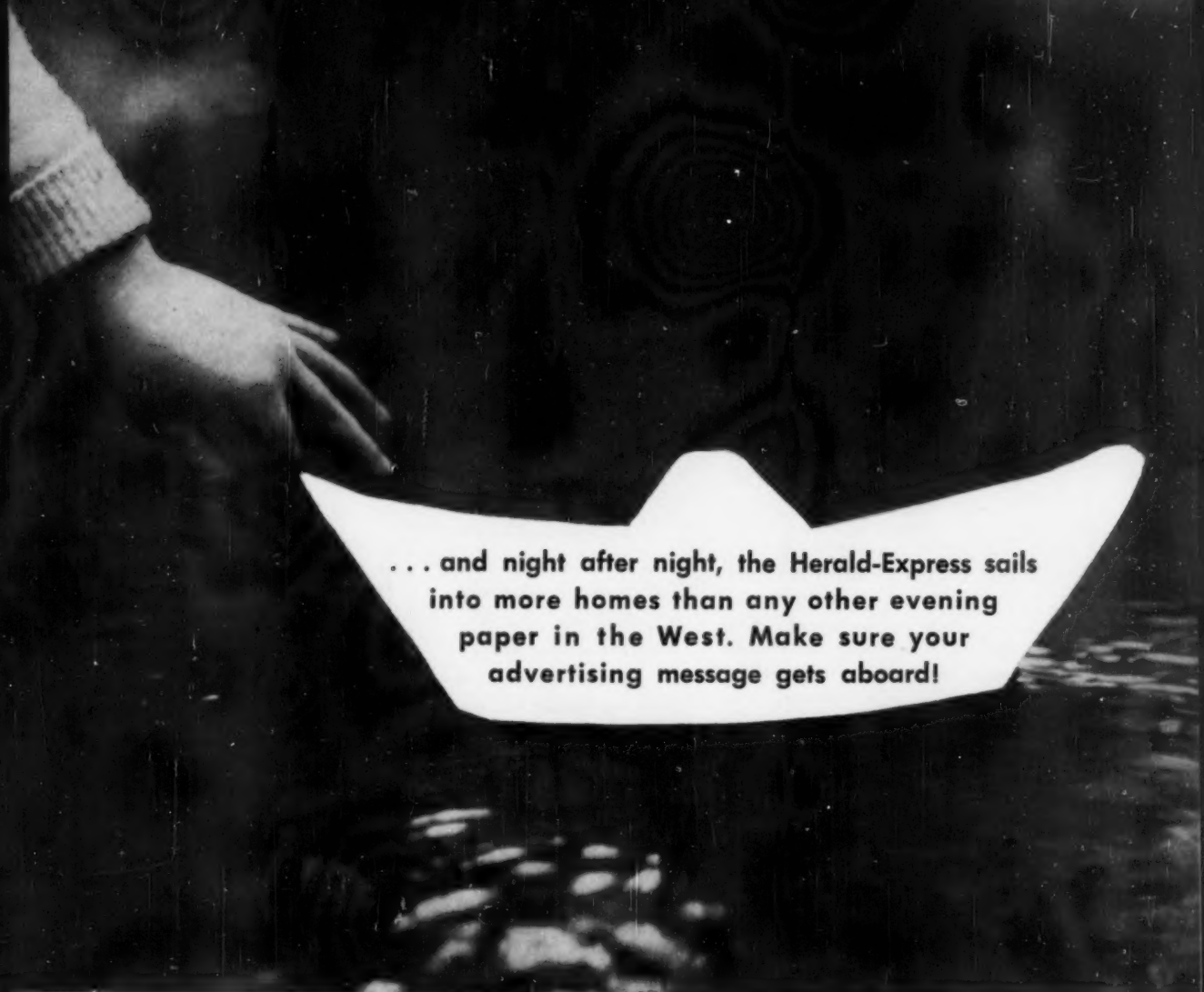
"That is a substantial increase for any druggist. According to the *El Lilly Digest*, the average drugstore in the U. S. does an annual volume—exclusive of prescriptions, fountain and liquor—of \$69,000. So this increase of 9.6% would really mean more than an immediate \$6,000 added volume

Who Makes the Top 125 Drug and Toiletry Items?

For Operation Bootstrap display tests, Glenbrook, in December 1958, had market analysts study all available statistics on which types and brands of products accounted for consistently profitable sales in the average drugstore. A list was made of 125 different products bought, consumed and re-bought most frequently by both men and women. They are the products of these 33 manufacturers, who collectively spent \$230 million in 1958 alone pre-selling their products to customers before they even thought of entering drugstores to buy.

American Chicle Co.
American Home Products Corp.
(Whitehall Laboratories)
Andrew Jergens Co., The
Bristol-Myers Co.
Block Drug Co., Inc.
Carter Products, Inc.
Chesebrough-Ponds, Inc.
Clark-Cleveland, Inc.
Colgate-Palmolive Co., Inc.
Ex-Lax, Inc.
Harold F. Ritchie, Inc.
Helene Curtis Industries, Inc.
John H. Breck, Inc.
Johnson & Johnson
Kendall Co., The
(Bauer & Black)
Lavoris Co., The
Lever Brothers Co.

Lewis Howe Co.
Mennen Co., The
Miles Laboratories, Inc.
Norwich Pharmacal Co., The
Noxema Chemical Co.
Pacquin, Inc.
Pharmaco, Inc.
Plough, Inc.
Procter & Gamble Co., The
Q-Tips, Inc.
Revlon, Inc.
Shulton, Inc.
Sterling Drug Inc.
(Glenbrook Laboratories)
Toni Co., The
Warner-Lambert
Pharmaceutical Co., Inc.
(Emerson Drug Co.)
Wildroot Co., Inc.



... and night after night, the Herald-Express sails
into more homes than any other evening
paper in the West. Make sure your
advertising message gets aboard!

**FIVE IMPORTANT REASONS
WHY YOU'LL GET SMOOTHER
SAILING SALES WHEN YOU
USE THE HERALD-EXPRESS!**

1.

Largest evening
circulation in
Western America
(355,764*)!

*ABC statement
6 month period end-
ing Sept. 30, 1959,
subject to audit.

2.

A circulation
L-E-A-D of 52,047
over the
second place
Los Angeles
evening paper!

3.

Concentrated
circulation strength
where the bulk of
the markets'
buying power
concentrates!

4.

Less duplication
with secondary
market newspaper
than any other
metropolitan daily
in Los Angeles!

5.

75% of
Herald-Express
families read no
other metropolitan
newspaper!

Los Angeles HERALD-EXPRESS

Represented Nationally by
Moloney, Regan & Schmitt, Inc.

and at least \$2,000 in actual profits to the druggist.

"Obviously, the 9.6% overall display store increase did not come only from increased sales of the 125 fast-selling items. What happened was simply this: Customers were slowed down in their hurried visits to their favorite drugstore by the merchandising displays, remained to buy products they use most frequently, further reminded to buy other related products they weren't even thinking about when they entered the store. For example, a purchase of children's aspirin in one store led to the sale of a fever

thermometer. A toothpaste purchase prompted a woman to buy a toothbrush, and so on down the line. There were thousands of items in each test drugstore not featured on the merchandising display fixtures, but these items also shot up in sales—9.4%—in May compared to April. In the control stores the sale of these non-displayed items showed no change in May versus April."

And what are the reports of some of the druggists who helped make it possible for Glenbrook to test its idea of Operation Bootstrap? Here are several:

N. W. Chism, Clairmont Pharmacy, Chamblee, Ga.: "My partner and I were talking the other day about this. Take, for example, our baby goods department. We have had a real run on bottles, nipples, pins and things such as that during the past month. The same goes for toiletries and other items in the store. We figure from watching our customers that they're not only moving stock off the display fixture, but it seems to get them in a buying mood and they think of other things they need and perhaps don't see on the special display. All I can say is that this display sure pays off as far as we are concerned."

P. T. Gullotta, Pat's Medical Pharmacy, East Hartford, Conn.: "Here in my store we have had many customers who have purchased several items from the display, particularly while they were waiting for a prescription to be filled, and while looking over the displayed items, many of these same customers seemed to be reminded to buy items from other parts of the store. As a result, we now have many a \$2.50 prescription that results in a total sale of \$5.00 or more—and often from the same customers who in the past have purchased little more than the prescription itself. This display of fast sellers where all my customers can see it really does a job in my store."

Neal Ware, Park Pharmacy #2, Dallas, Tex.: "It seemed every time I turned around I had to restock my display rack. Now we have lots of customers who come in here regularly just for a newspaper, cigarettes or a Coke. Since my display went up, I notice they hang around longer and by the time they leave many of them have a package under their arm and the inside of my cash register looks a lot healthier. What threw me was that sales in the other parts of the store increased too. And so it's pretty clear to us that this special display gives them ideas and helps sell other products as well."

"The moral of our Operation Bootstrap is obvious," says Cooke. "A retailer can increase the average size of each sale made to each customer entering his store; he can increase the total dollar sales of his store even without increasing the number of his customers; he can increase his dollar profits by such increases in dollar sales; he can pull his store up by its own bootstraps—if he will properly display the top-turnover, heavily advertised products, and thereby remind all of his customers of all of their needs over and above what they think they are going to buy when they first enter his store." ♦

ABE



COLOR CONSCIOUS . . .

that's the Columbus Dispatch

ROP color is a specialty at the DISPATCH . . . not a headache. The extra cost of preparation of ROP material is wasted unless this ad is entrusted to a newspaper that will do it justice. The DISPATCH is a national prize winner in ROP Color, and last year carried nearly 500 pages of color for over 150 advertisers.

If you are not already completely familiar with the COLUMBUS DISPATCH success story, investigate at once. There's a pay-off in sales waiting!

Combine Dispatch mechanical excellence with the Columbus market picture and you have a bonus situation that cannot be overlooked in any schedule planning.

THE "TOTAL SELLING" MEDIUM IS THE DAILY NEWSPAPER

Representatives:
O'Mara & Ormsbee, Inc.

Optional combination rate with the morning Ohio State Journal now available.



Columbus Dispatch

Why are so many leading advertisers NOW using Nation's Business?

BUILDING MATERIALS EQUIPMENT ADVERTISERS JAN-FEB 1960

Armco Steel	Butler Mfg Co	Kentile	General Electric Co
Portland Cement	Elco Manufacturing	Westinghouse Electric Corp	
Olin Aluminum	Cuckler Steel Span Co	Surface Combustion Co	
Tropical Paint	Frick Co		



To switch from ringing doorbells to calling on people who can buy—that's what advertisers are telling us. Advertising today must work too hard, they say, to be bought merely on the claim of biggest numbers. Buying mass-circulation magazines to uncover business sales leads is like sending high-priced industrial salesmen out to ring all the doorbells on a street.

That's why many agencies, too, now recommend NATION'S BUSINESS. It gives their clients coverage of thousands of medium-sized companies as well as the corporate giants. No other management magazine offers as much as half of its 750,000 circulation. What's more, 9 out of 10 of NATION'S BUSINESS readers are men with a

decisive voice in their companies' plans, policies and purchases: presidents, owners, partners, general managers, board chairmen and other top administrative executives.

Advertising in NATION'S BUSINESS takes your sales story directly to the hard-to-see men your salesmen seldom reach. It keeps salesmen's territories covered regularly between calls . . . and it opens doors when they get there. So, if you want to step up the sales-per-call ratio of your force—and do it at low cost—use NATION'S BUSINESS. As a growing number of leading advertisers and agencies have discovered, on a dollar-for-dollar basis, NATION'S BUSINESS is your best management magazine buy.

Nation's Business

**UNIONS
BUILD
STRIKE
POWER**

ADVERTISING
HEADQUARTERS
711 THIRD AVENUE,
NEW YORK 17, N. Y.

YOU USE NATION'S BUSINESS...TO SELL MORE OF THE NATION'S BUSINESS

Sales Management January 15, 1960 79



Marketing Bills

(continued from page 37)

prosecution by other Government agencies under the antitrust laws. Bill is aimed at oil companies which were encouraged by State Department to supply oil to European rations during Suez Crisis. Effect of bill would be to place industry "in the middle" between conflicting policies of the U. S. Government . . . Bill No. H.R.82 (Celler, D., N. Y.).

Status: (Judiciary); no action.

GOVERNMENT SALES

Price Regulation on Government Contracts: Subjects manufacturers selling to Government agencies to danger of FTC penalties for price differentials by applying provision of Robinson-Patman Act to such sales . . . Bill No. H.R.155 (Keogh, D., N.Y.).

Status: (Judiciary); no action.

TRADE RELATIONS

Treble Damage Suits in Price Controversies: Subjects sellers to threat of private civil suits for treble damages by competitors and/or distributors involved in disputes over pricing policies. Bill would declare Section 3 of the Robinson-Patman Act (dealing with rebates, advertising allowances, etc., and also selling at "unreasonably low" prices) to be a part of the antitrust laws. This section of the Act now provides for fines and imprisonment, but has been specifically separated from other antitrust law under which treble damage actions are permissible . . . Bill No. 725 (Sparkman, D., Ala.).

Status: (Judiciary); no action.

TRADE RELATIONS

Publication of Consent Decrees: Provides for publication in the Federal Register of consent decrees between companies and FTC or Justice Department 30 days before becoming final—thereby permitting a "challenge period" by any competitor or customer who may be "aggrieved" by the decree. Such procedure would force

companies to contest many cases now settled by consent decrees, since they have little to gain by such settlements.

. . . Bill No. S.1337 (Humphrey, D., Minn.); H.R.5942 (Roosevelt, D., Cal.).

Status: (Judiciary); no action.

PRICING POLICIES

Ban on "Unreasonably Low" Prices: Prohibits the sale of goods at unreasonably low prices where the effect may be to injure competition. Such a regulation already exists under Section 3 of the Robinson-Patman Act which is not a part of the antitrust laws and not open to private civil suits . . . Bill No. S.1339 (Humphrey, D., Minn., and others).

Status: (Judiciary); no action.

PRICING POLICIES

Fair Trade Agreements: Permits manufacturers of trade-marked products to establish minimum or stipulated resale prices, regardless of existing state laws, and makes it unlawful for distributors to sell such products at different or lower prices. Bill contemplates a national "fair trade" law, exempting such practices from the antitrust laws, to replace the existing McGuire Act which merely validates agreements in states which have enacted fair trade statutes . . . Bill No. S.1083 (Humphrey, D., Minn.); H.R. 1253 (Harris, D., Ark., and others).

Status: (Interstate and Foreign Commerce, House and Senate); hearings in both Houses; H.R.1253 reported favorable to House; Senate action postponed, probably pending House vote.

DEALER RELATIONS

Extension of Time for Filing Antitrust Suits: Provides that parties may not enlarge by mutual consent as by a contract, agreement, or conveyance, the statutory period of 4 years within which actions arising under the Clayton Act must be brought . . . Bill No. S.1335 (Humphrey, D., Minn.).

Status: (Judiciary); no action.

GENERAL MARKET REGULATIONS

Industrywide Application of Court Decisions: Provides that private antitrust suits filed under the Clayton Act shall be "impressed with substantial

public interest"—thereby tending to broaden the effect of court decisions throughout industry . . . Bill No. S.1336 (Humphrey, D., Minn.).

Status: (Judiciary); no action.

DEALER RELATIONS

Control of Supplies to Automobile Dealers: Prohibits manufacturers from "coercing" dealers to accept parts and accessories; provides fines and imprisonment for terminating or threatening to terminate contracts for dealer refusals to buy parts . . . Bill No. H.R.1044 (Multer, D., N.Y.).

Status: (Interstate and Foreign Commerce); no action.

GENERAL MARKET REGULATION

Discretionary Damages in Antitrust Suits: Permits district courts to exercise discretion in awarding twofold damages to persons injured in violation of antitrust laws, with treble damages for willful violations . . . Bill No. H.R.1184 (Walter, D., Pa.).

Status: (Judiciary); no action.

ADVERTISING CONTROLS

Sale of Automobile Accessories: Prohibits manufacturers from selling vehicles with accessories different from those offered in advertisements or other literature, where extra charges are asked for the equipment. Identical law is proposed as one section of H.R.881 above . . . Bill No. 882 (Multer, D., N.Y.).

Status: (Interstate and Foreign Commerce); no action.

EXPORT TRADE

Restrictions on Export Associations: Provides that no export-trade association shall restrict any foreign buyer from dealing directly, or through his agent, with any producer, manufacturer or seller. Bill amends Sec. 2 of Webb-Pomerene Act which exempts groups from Sherman Act under certain conditions . . . Bill No. H.R.582 (Multer, D., N.Y.).

Status: (Judiciary); no action.

PRODUCT CONTROL

Department of Consumers: Proposes that Government now pass judgment on manufactured goods by setting up

Young Chicago loves to buy...



...the Chicago Sun-Times

The young families are the big buying families, in Chicago as anywhere else. But nowhere else can you reach them more effectively. In Chicago, more young families read the Sun-Times than any other newspaper.



Marketing Bills

(continued)

new department with cabinet status. The secretary of the new agency would have power to "investigate, analyze, test and evaluate consumer's goods within each category for the

purpose of determining their relative quality, utility and abundance." New agency would be empowered, among other things, to intervene in proceedings before regulatory agencies and Federal courts; to force corporations to submit annual reports on production, selling prices, costs, assets, earnings, etc.; to conduct investigations into all such matters—and to assume all powers of the Food and Drug Administration, Division of Prices and Cost of Living of the BLS and certain other Federal research agencies, as well as all investigative and survey powers of the Federal

Trade Commission . . . Bill No. S.1571 (Kefauver, D., Tenn., and others); H.R.757 (Dollinger, D., N.Y.); H.R.7024 (McCormick, D., Mass.).

Status: Government Operations (House and Senate); no action.

ADVERTISING CONTROLS

Mandatory Shoe Labeling: Calls for mandatory labeling of footwear and enforcement by Federal Trade Commission of penalties for false or deceptive labeling . . . Bill No. H.R.1320 (Porter, D., Ore.).

Status: (Interstate and Foreign Commerce); no action.

ADVERTISING CONTROLS

Mandatory Price Notices: Imposes new burdens upon manufacturers by requiring sellers to notify all customers of all prices and discounts, including charges for seasonal, quantity or other factors, regardless of frequency . . . Bill No. H.R.2215 (Patman, D., Tex.).

Status: (Judiciary); no action.

GENERAL MARKET REGULATION

Antitrust Exemption for Cooperatives: Expressly authorizes agricultural cooperatives to own and operate marketing facilities—both wholesale and retail outlets—outside scope of antitrust laws; puts jurisdiction of such operations under exclusive jurisdiction of Secretary of Agriculture . . . Bill No. S.2014 (Long, D., La., and McCarthy, D., Minn.).

Status: (Agricultural and Forestry); reported favorably by full Committee but later recalled for hearings, concluded August 17; no action.

MARKETING INFORMATION

Repeal of Penalties on Census Replies: Removes penalties upon businessmen for refusal to answer information requested by Census Bureau . . . Bill No. S.2370 (Curtis, R., Neb.).

Status: (Civil Service and Post Office Committee); no action.

ADVERTISING AND LABELING

Tobacco Labeling: Requires tobacco labels setting forth on each package the effect of smoking on skin temperature, blood pressure and body tem-

GROUP VIEWING SALES TALKS LECTURES

USE THE
Alpex PRECISION
MINIATURE
SLIDE
PROJECTOR

...With
Built-In
Viewing
Screen and
Film Strip Adapter!

Here's a truly portable (only 6½ pounds) Selling-Telling tool at a price that makes it available for every sales force and Audio-Visual Department. As small as an attaché case! Color Slides or Strip Films of your product or subject reach out and come to life on the brilliant reflective surface of your table-top screen. Airequipt Automatic Changer may be used with Alpex Adapter!

ONLY \$39.95
with Push-Pull Changer & Film Strip Adapter

At Your Dealer or Write Direct to
ALLIED IMPEX CORP., 300 Fourth Ave., New York 10, New York
Dallas 7, Texas, Chicago 11, Illinois, Los Angeles 40, Calif.



MORNING IS SELLING TIME IN BUFFALO

Men's stores know it. They place 72.6% of their *daily* advertising linage in the *Morning Courier-Express*. Women's stores know it, too. That figure is 65.8%.

Local car dealers add their testimony by running 67.9% of their new car, and 59.7% of their used car advertising in the *Courier-Express*. Figures in many other categories such as department stores and food chains also point strongly to the proven selling power of Buffalo's fastest growing newspaper.

Whether you sell men — or women — or both, you need the *Courier-Express* audience to insure your full share of sales in the metropolitan Buffalo market. You can schedule it with complete confidence that it will produce for you as it does for hundreds of others.

FOR MORE ADVERTISING FOR YOUR DOLLAR concentrated on those with more dollars to spend, use the *Morning Courier-Express*. It reaches the top 165,000 households in which Western New York's buying power is concentrated.

FOR SATURATION use the *Sunday Courier-Express*, the state's largest newspaper outside of Manhattan. It blankets the 482,108 families in Buffalo and the eight surrounding counties.

*For Total Selling
in this Great Market*

Buffalo Courier- Express

*Western New York's
Greatest Newspaper*

ROP COLOR 7 DAYS

*Representatives: Scolaro, Meeker & Scott
Pacific Coast: Doyle & Hawley*



Marketing Bills (continued)

perature, and calls for tests by FTC . . . Bill No. S.2472 (Langer, R., N.D.).

Status: (Interstate and Foreign Commerce); no action.

PRODUCT CONTROL

Automobile "Certificates of Fitness": Calls for mandatory road testing for 500 miles of all automobiles, and certificates by manufacturer that vehicle was in "good operating condition" after 100 miles; includes mandatory price notices, also dealer-relations proviso; provides for treble-damage suits by injured parties . . . Bill No. H.R. 881 (Multer, D., N.Y.).

Status: (Interstate and Foreign Commerce); no action.

PRICE POLICY

Fair Trade Agreements: Permits manufacturers to revoke the right of dealers to re-sell goods where established prices are not maintained or where "bait advertising" is used; permits damage suits against such sellers . . . Bill No. H.R.2463 (Boykin, D., Ala.).

Status: Interstate and Foreign Commerce; no action.

SALES CHANNELS

Dual Selling Controls: Aimed at manufacturers' right to sell to own retailers or consumers by prohibiting delivery to wholly owned stores or commercial accounts at "prices" below those offered to independent dealers. Such sales considered violation of FTC Act . . . Bill No. H.R.2729 (Bentley, R., Mich.).

Status: (Interstate and Foreign Commerce); hearings July 21-22 by full Committee; no action.

ADVERTISING AND LABELING

Decorative Hardwoods Labeling Act: Provides for mandatory advertising and labeling of hardwoods under which furniture and other companies would be required to use such phrases as "imitation" or "processed to imitate" in advertising and labeling products simulating hardwood grains . . . Bill No. S.1787 (Capehart, R., Ind.).

Status: (Senate Interstate Commerce); hearings August 13; no action.

GENERAL MARKET REGULATION

Temporary Cease and Desist Orders: Increases power of Federal Trade Commission over market operations by authorizing Commission to issue "temporary" cease and desist orders, similar to temporary injunctions issued by courts, at the same time it files complaints against companies. "Show cause" hearings would be held before Federal courts, which would then have power to order compliance with the temporary order. Violators would be subject to contempt of court proceedings. It is not endorsed by the FTC . . . Bill No. S.2693 (Sparkman, D., Ala.); H.R.8842 (Roosevelt, D., Cal.); H.R.8844 (Patman, D., Tex., and others).

Status: (Interstate and Foreign Commerce); no action.

(turn page)



... mighty glad I've got these genuine 2-part "Snap-A-Way" forms with me, mister. They're goin' to give me a complete record — and I mean real complete — when income tax round-up time comes along.

Carbon interleaved GrayLine "Snap-A-Way" Expense Reports give you a complete Expense Record in duplicate — one copy for you, one copy for your employer — with one writing.

Complete, time-saving summaries ready when you prepare your income tax return in 1961.



50 weekly duplicate forms in plastic envelope. Also boxes of 500. Ask for Wilson Jones No. 44-950. Call your office supply dealer today. If he can't supply you send us his name and yours for free sample.

WILSON JONES COMPANY
209 S. JEFFERSON ST., CHICAGO 6, ILL.

Year's Supply
ONLY
\$1.70
less than 4¢
a week

Why does this advertiser



THE GLOBE-WERNICKE CO.

CINCINNATI 12, OHIO MEtrose 1-2400

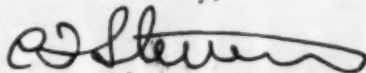
Mr. Ted Callie Adv. Director
THE WALL STREET JOURNAL
Dow Jones & Company, Inc.
44 Broad Street
New York 4, New York

August 10, 1959

think THE WALL STREET JOURNAL is "THE MOST USEFUL ONE"?

"For the first six months of '59 The Wall Street Journal *pulled more inquiries at a lower cost per inquiry than any other national weekly or monthly business publication* on the Globe-Wernicke schedule. We are pleased also with the quality of these inquiries."

Cordially,


Advertising Manager

Everywhere, executive readers say . . .

published at:

NEW YORK and WASHINGTON, D. C.
44 Broad St. 1015 14th St., N. W.

CHICAGO DALLAS
711 W. Monroe St. 911 Young St.

SAN FRANCISCO
1540 Market St.

THE WALL STREET JOURNAL

"THIS
ONE
IS
THE
MOST
USEFUL
ONE"



Marketing Bills

(continued)

TRADE RELATIONS

Suits for "Unfair Commercial Activities": Proposed bill seeks to write into statute (duplicating common law

in many respects) provisions for civil suits for "unfair" actions—regardless of lack of competition between the parties, of any public interest involved in the practice, or of any damage to the complainant. The bill would make unlawful any statement "likely to cause confusion" as to the affiliation or other identity of the person making it, or as to the source or sponsorship of the goods or services. It would make unlawful any statement considered false or misleading—including "omission of a material fact," or anything else considered to violate "reasonable standards of commercial

ethics" . . . Bill No. H.R.7833 (Lindsay, R., N.Y.).

Status: (Interstate and Foreign Commerce); no action.

ADVERTISING AND LABELING

Tobacco Advertising: To protect users of tobacco from misleading advertisements . . . Bill No. 8259 (Blatnick, D., Mich.).

Status: (Interstate and Foreign Commerce); no action.

GENERAL MARKET REGULATION

Exemption for Common Carriers: Eliminates common carriers subject to Interstate Commerce Act from regulation under the Clayton Antitrust Act of the Federal Trade Commission Act; increase from \$50,000 to \$200,000 in the amount of securities presently permitted to be purchased by common carriers under the Clayton Antitrust Act . . . Bill No. S.1805 (Magnuson, D., Wash.); H.R.7056 (Harris, D., Ark.).

Status: (Senate Interstate Commerce and House Judiciary); no action.

GENERAL MARKET REGULATION

Interlocking Directorates: Amends Sec. 8 of Clayton Act by prohibiting any officer or director from serving in two competing corporations, or from acting as officer in one and director in another. Applies to all corporations with net worth of \$1 million or more, except banks, trust companies and common carriers . . . Bill No. H.R. 8657 (Celler, D., N.Y.).

Status: (Judiciary); no action.

TRADE RELATIONS

Tax "Forgiveness" on Antitrust Damage Awards: Encourages private antitrust suits among business firms by eliminating taxes on any funds resulting from antitrust actions . . . Bill No. H.R.7096 (Machrowicz, D., Mich.).

Status: (House Ways and Means); no action.

PRICING

"Loss Leaders" Prohibited: Definitely puts a floor under prices by declaring any "loss leader practices" to be unlawful, regardless of whether competition is affected; permits private

NEW ENGLAND'S 1ST MARKET — MASSACHUSETTS

with the Billion Dollar

WORCESTER MARKET



**WORCESTER
IS YOUR
KEY TO —
GROWTH . . .
IMPACT AND . . .**

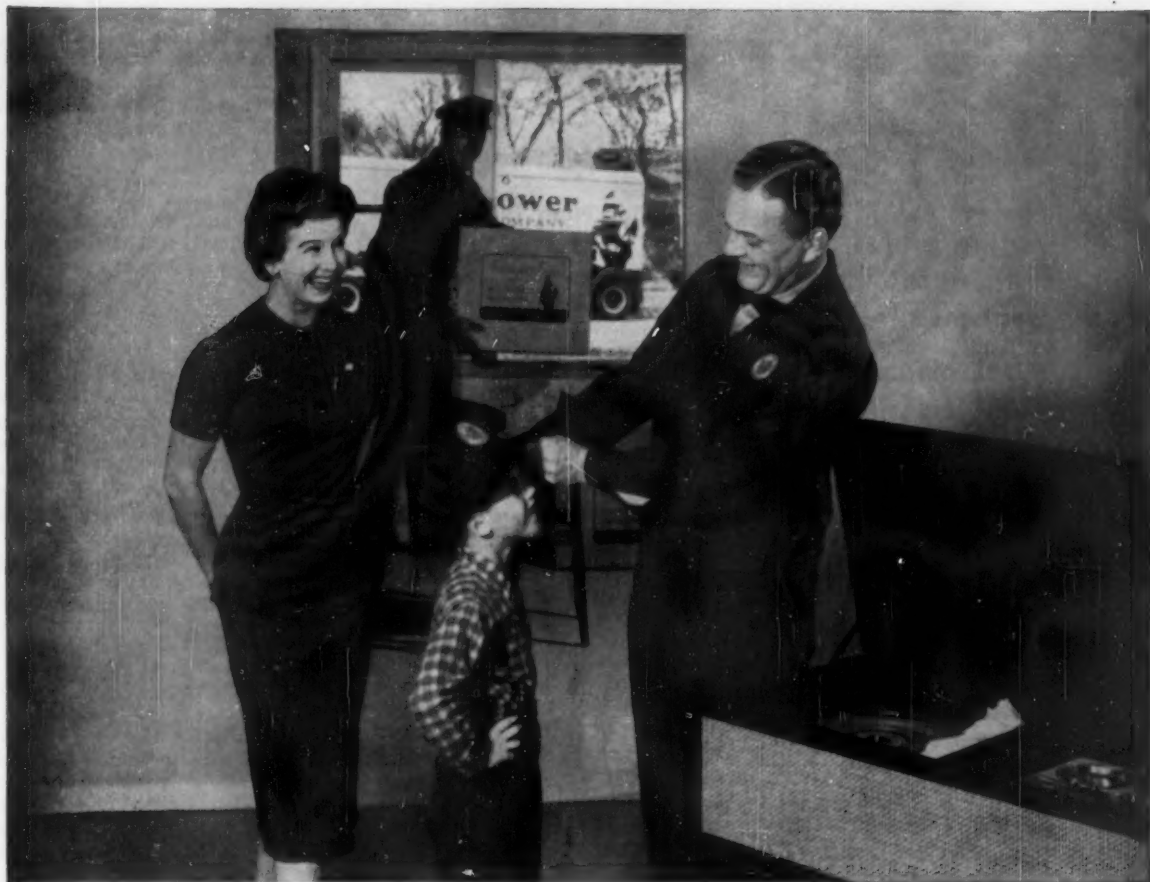
RESULTS 86.4% daily coverage with the Telegram Gazette. Daily circulation 158,215. Sunday — 102,957. ABC audit Dec. 31, 1958.

**The Worcester
TELEGRAM AND GAZETTE**
WORCESTER, MASSACHUSETTS

MOLONEY, REGAN & SCHMITT, Inc.
National Representatives



MEMBERS OF RADIO, STATION WYAN AND WTAE-FM



another Mayflower customer reports:

"he wants to be a Mayflower mover!"

● That's really what a customer wrote us about her son. Here's exactly what she said in telling us about her recent Mayflower move:

"Your operator was very efficient, courteous and cooperative. My son is thrilled every time he sees your van and he wants to be a Mayflower mover when he grows up."

What a fine compliment!

But Mayflower men get compliments from adults, too. Not only for skillful performance of their important duties but for being courteous, thoughtful, patient. After all when a family's being uprooted, what could be more welcome than expert help in a quiet, reassuringly business-like way? If you'd appreciate a feeling of confidence like hundreds of thousands of others when you move, call Mayflower.

AERO MAYFLOWER TRANSIT COMPANY, INC., INDIANAPOLIS



America's most Recommended Mover



Your Mayflower agent is a leading warehouseman in your city. He explains service, estimates costs, makes all arrangements. Find him under "Moving."



world-wide service

In all 50 states and Canada . . . overseas by ship or plane . . . our responsibility all the way!



new, higher standard of service

Only Mayflower men are "accredited"—qualified and kept up-to-date by special study, training, and tests.



exclusive, "packed with pride" service

Safeguards all your items, even the most fragile, with special Mayflower methods and materials.



everything rides safely locked inside

Mayflower vans have no tailgates. All your goods ride inside, safe from weather, dust or theft.



Mayflower does all the work

Takes over the whole job! Moves you out and in, re-settles your new home completely as you want it.

It's 2 to 1

in fast-service
eating places,
twice-the-turnover
per seat means...

MORE Meals
MORE Sales
MORE Profits

NO MATTER WHAT YOU CALL THEM

Coffee Shops
Confectionery Stores
Counter Restaurants
Department Stores
Diners
Drive-Ins
Drug Stores
Fountain Restaurants
Industrial Cafeterias
Luncheonettes
Sandwich Shops
Variety Stores

NO MATTER WHERE YOU FIND THEM

Airports
Bus Terminals
Railroad Stations
Main Streets
Main Highways
In Industry

THEY ALL HAVE
ONE THING IN COMMON—

FAST SERVICE

To effectively reach this
specialized market specify
FAST FOOD
for an advertising schedule

EPA

NBP

FAST FOOD

magazine

630 THIRD AVE.
NEW YORK 17, N. Y.



Marketing Bills

(continued)

suits by any party damaged by practice (treble damages), and injunctions by persons "threatened" by such competition. Defines "loss leader practice" as selling or offering any product below "delivered cost." . . . Bill No. S.1339 (Humphrey, D., Minn., and others).

Status: (Judiciary); no action.

GENERAL MARKET REGULATION

Unlimited Market Control by FTC: Directs the chairman of the FTC to investigate (1) how much consumer spending goes into advertising, materials, distribution, profits and others; (2) how much of food expenditures goes to farmers, processors, distributors or others; (3) the relationship among prices, profits and wages; (4) primary inflationary-deflationary factors; and (5) whether any measures are necessary to safeguard the economic position of the consumer . . . Bill No. H.R.4420 (Zablocki, D., Wis.).

Status: (Interstate and Foreign Commerce); no action.

PRODUCT CONTROL

Exemption of Milk Cooperatives: Authorizes cooperatives to bargain singly or collectively with purchasers of their milk . . . Bill No. S.753 (Aiken, R., Vt.); H.R.7191 (Kastenmeier, D., Wis.).

Status: (Agriculture and Forestry), passed Senate; (House Judiciary) hearings, no action.

LABELING

Labeling of Hazardous Substances: Provides for mandatory labeling of toxic, flammable, corrosive and other hazardous products, including use of signal word "Danger" or in some instances "Warning" or "Caution" and other descriptive wording. Defines and specifies degree of hazard . . . Bill No. H.R.7352 (Curtis, R., Mo.).

Status: (Interstate and Foreign Commerce); no action.

PRODUCT CONTROL

Federal Marketing Code for Poultry, Egg, and Turkey Industries: Calls for establishment of overall production and marketing controls by the Secretary of Agriculture—including restrictions on supply, price stabilization, grade labeling, purchase of surplus production, and other factors in Federal market supervision . . . Bill No. H.R.8965 (Thompson, D., N. J.).

Status: (Agriculture); no action. ♦



TULSA'S new \$35,000,000.00 AIR TERMINAL!

TULSA WORLD

TULSA TRIBUNE

MORNING

• EVENING

• SUNDAY

Represented Nationally by The Branham Co. Offices in Principal U.S.A. Cities

America's modern way of doing business



Youngster is inoculated with vaccine from Chas. Pfizer & Co. Inc., world famous pharmaceutical manufacturer

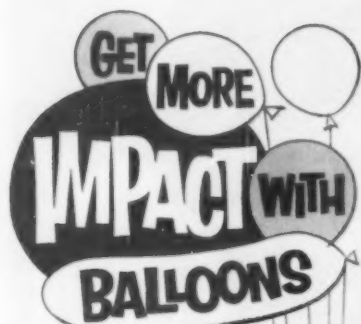
Air Express speeds vaccine to Doctors... in just hours

A child comes down with flu. Then another. And another. The local Board of Health's supply of vaccine runs low. A wire is sent to Pfizer. A few hours later, all the children are inoculated. Only AIR EXPRESS delivers so fast, so dependably—anywhere in the U. S. This high-priority shipping service, the nation's most complete, is America's new way of doing business—even for day-to-day shipments. Kid-glove handling. Jet-age speed. Amazingly low cost. And just a single phone call is necessary. Whatever your business—parts, perishables or new models—with AIR EXPRESS you're FIRST TO MARKET... FIRST TO SELL!


AIR EXPRESS




CALL AIR EXPRESS DIVISION OF RAILWAY EXPRESS AGENCY • GETS THERE FIRST VIA U. S. SCHEDULED AIRLINES



Faultless advertising balloons get more attention for your brand name, insure success for premium promotions. Send for free sample kit, including new two-color imprinted balloons, layout sheet, price lists and complete ordering information. The Faultless Rubber Company, Ashland, O.

Faultless



The Station of Quality in the Quad-Cities

CBS

WHBF

RADIO and TELEVISION

Tanfastic

(continued from page 41)

A companion item to Sea & Ski was developed and tested. Early in 1959 we knew we had what we needed: a product about which we could say without fear of dispute, "Positively Tans Faster."

The two products would appeal to and be promoted to two essentially different markets, and plans were so laid from the start. The new one was aimed at the youth market. We knew that the product's name, the claim, and the package must communicate at a glance the properties and efficacy of the product—in modern terms.

The name "Tanfastic" emerged from a brainstorming session at our advertising agency. It was one of 20 suggestions and it was picked at first sight. We knew what we could do with a name like that.

We would have liked to put the product into a private mold plastic bottle but there wasn't time to develop the package we had in mind. We chose a simple stock mold and a plastic tube and gave both striking individuality with a rocket motif worked out by our designers. On the white plastic background we used a modernistic figure suggesting speed, in colors of yellow and orange with black accents and black type. We priced the product at \$1.25 for the 4-ounce bottle, 69c for the tube, the same prices as charged for Sea & Ski and for most competitive products.

► When it came to distribution decisions, we broke some rules. Some of my advisors tried to talk me into market spot-testing. I overruled that on the grounds that we had something so exceptional that before another year came around, others would be out with products and claims of similar performance. Then, in the markets we entered the next season, it would look as if we were following, not leading, the market. We resolved to stick our necks out and go national the first year, but not to advertise on a nationwide scale yet.

This first season, we forced distribution by adding Tanfastic to Sea & Ski deals at all outlets. This took the product immediately into drug stores, super markets, jobber racks, sundries departments, fishing and tackle shops, beach stands, syndicate stores and most department stores. Our distribution is handled mostly through agents.

In addition to the combination Sea & Ski and Tanfastic deals, we offered a small individual Tanfastic deal which included a dozen 2-ounce tubes



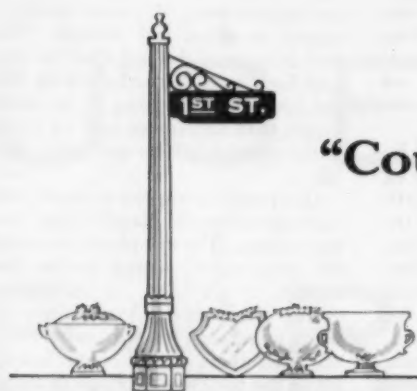
FIRST TANFASTIC AD appeared in *Playboy* in May, and won the All-Western Advertising Association competition. Later advertising in magazines and TV continued appeal to youth market.

and a half-dozen 4-ounce bottles at a total cost to the retailer of \$8.97. To understate, this met with no sales resistance—we ran out two months ahead of time. The name alone, particularly in the case of druggists, got the new product an immediate entree.

No doubt we were taking a chance in launching the product nationally as we did, with no preliminary market testing of promotion. But sometimes the surprise tactics of a bold and sudden move are to be preferred to caution and preparation. With certain consumer products this is particularly true. Markets may change so fast that timing is of utmost importance. We have no doubts now that that was the season to bring out Tanfastic, and that introducing it immediately into all markets was the winning strategy. If we had brought it out, say, three years ago, it would not have been a big success. Two years from now would be too late. Choosing the right moment to launch a new product, or a certain promotion emphasis, is all important.

We planned only modest advertising on the new product this first year of what was, in effect, a nationwide market testing operation; but we planned media and approach with great care. Then, almost immediately, finding the product making an impact on trade and consumers that surprised even ourselves, we decided to expand the original schedule.

Since Tanfastic was developed, packaged, named and sloganned with the youth market in view, we chose



**This could be
"Count The Trophies Week"
on First Street in
Los Angeles!**



If trophies were awarded for national leadership in advertising, the Los Angeles Times would win this one easily. During 1959, The Times published more than 75,000,000 lines of advertising—a new American record. Second newspaper was about 15,000,000 lines behind.



And if anyone put up a plaque for western circulation achievement, The Times would win this one, too. During 1959, Times circulation pushed past 500,000 weekdays, 900,000 Sundays—by far the greatest circulation ever attained by a western newspaper.



In classified advertising—sure gauge of result-getting power—The Times set another new world record during 1959. More than 3,000,000 ads—far more ads and lines than any other newspaper has ever published—far more than all other Los Angeles newspapers combined.



Again in 1959—for the eighth consecutive year—The Times published more news and features than any other newspaper in the nation. Western America's *complete* newspaper has earned leadership in every category—offers the ideal climate for your selling message.

SALES IN SOUTHERN CALIFORNIA
START ON FIRST STREET—HOME OF

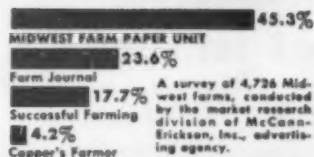
The Los Angeles Times

REPRESENTED BY CRESMER AND WOODWARD, INC., NEW YORK, CHICAGO, DETROIT, ATLANTA AND SAN FRANCISCO

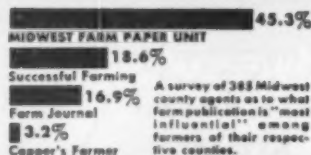
Sales Management January 15, 1960 91

FIRST

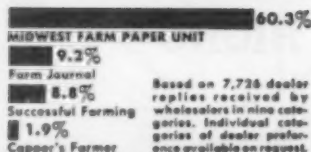
with READERS!



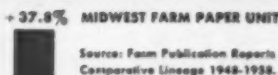
with COUNTY AGENTS!



with DEALERS!



with ADVERTISERS!



Only one medium in the World's Richest Farm Market can offer you this four-way proof of local impact. So, buy the Unit—one order, one plate at a substantial saving in rates.

MIDWEST Farm Paper UNIT

WALLACE FARMER • THE FARMER
PRAIRIE FARMER • NEBRASKA FARMER
WISCONSIN AGRICULTURIST

ADDRESS: Midwest Farm Paper Unit, Sales
offices at: 35 E. Wacker Drive, Chicago 1
... 250 Park Avenue, New York 17, N. Y.
... 110 Sutter Street, San Francisco 4 ...
159 South Vermont Ave., Los Angeles 4.

media that reach primarily the teen-age groups and the college set. Our first advertisement on the new product went into Playboy. Next, we added Modern Screen. Then Seventeen.

The surprising early demand for the product, especially through drug stores, alerted the retailers and gave us warning to expect better than we had planned. We ordered stepped-up production and more bottles and tubes.

Having an inkling by then of what was going to happen, we added to the advertising schedule Sunday comics, some painted boards in key markets, and radio. This marked the Rolley Company's first experience with radio and it's been a rewarding initiation. We chose Dick Clark in American Bandstand, on the air Thursday afternoons, nationwide. In this promotion we tied Tanfastic to Sea & Ski's reputation with the line: "By the makers of Sea & Ski."

Some radio stations followed through in remarkable ways—for example, holding contests for boys and girls who wished to get a rapid tan and demonstrating how good the product was by the device of tanned and untanned skin contrasts. The stations provided tapes with their own call letters, to be attached to the shoulders of candidates, who then sunned themselves. Against a tan, the call letters, of course, stood out in the natural color of the skin. Station KTAN of Tucson, Ariz., had an obvious advantage over all the rest and played it to the hilt. All advertising was developed with this youth appeal.

Promotion included announcements to the trade, point-of-purchase advertising, a window display service and an in-store display contest. Through the services of a window display firm that we use nationally, we line up 5,000 windows featuring both Sea & Ski and Tanfastic. Many more store operators used our P-O-P material to set up their own displays. The in-store contest won us at least 5,000 displays, some of them striking and unusual.

It is seldom that a new product, introduced nationally, with only modest advertising behind it, shows a profit the first year. Tanfastic broke the rules and records by being successful from the point of view of dealer response, public demand and profits.

The volume of sales turned out to be seven times that originally sought. We have practically no carry-over. In fact, we must have lost, on a conservative estimate, a quarter of a million dollars worth of business in one month because demand went so far beyond

our expectations. We were unable to supply re-orders fast enough. This was in spite of the fact that we realized from an early market survey that the operation was going to be much bigger than anticipated and we began ordering more bottles and tubes, rapidly.

Our problem was not so much production—we could handle that; but the package. The manufacturers could not give us tubes and bottles fast enough.

Now we wanted to know where we stood in relation to the competition. We used Drug Trade News' annual list of the total sales volume of major products sold through drug stores and their competing outlets, and compared the 1957-58 figures for the sun-tan product market with our own Sea & Ski sales volume. If the Drug Trade News figures are accurate, our product accounted for 50% of the market for all sun-tan products.

Adding a reasonable amount for normal sales increases to last year's figures, we are able to estimate that this year Sea & Ski and Tanfastic together got somewhere between 60% and 75% of the total volume. Sea & Ski lost some volume compared with last year's sales, but the sales won by the new product more than compensated for the loss. Since figures for this season are not yet available, it is difficult to know exactly, but our feeling is that our two products have to be conservative, 65% of the market.

Acceptance of the new product was nationwide, but in some areas it did better than in others. Oregon and Washington, for example, made much better showings than Florida.

We expect that a good percentage of those who switched from Sea & Ski to Tanfastic, next year will go back to Sea & Ski. Our analysis is that mother and dad probably will remain loyal to the original product—the teen-age boys and girls in the family will adopt Tanfastic. Promotion will be aimed accordingly.

Our observations of the market convince us that a larger size package is needed and we expect to introduce an economy size. Packaging today is as important as the product: For the 1960 season we expect to bring out Tanfastic in a private mold plastic bottle that will emphasize its distinction and modernity. The product itself has been improved.

Much more extensive promotion is being planned. Our sights are set for a 20% increase in volume next year. We are aiming at winning 83% of the total market with our two products and are confident of realizing that goal in the near future. ♦

The postmarks are actual reproductions

USE GRIT FOR GOOD BALANCED NATIONAL COVERAGE

Mass media circulation is great in the teeming metropolitan centers . . . but it thins out badly in hard-to-reach small towns.

There is an answer. Grit. With its concentration in 16,000 small towns across the nation, Grit helps correct the big-city bias of the mass media and provide the balanced national coverage so essential to total marketing success.

There's more to the Grit story. Low cost. Short closing dates. Tremendous reader response. Why not let us bring the full facts to your desk.



Grit Publishing Co., Williamsport, Pa.

Represented by Scolaro, Metker & Scott, Inc., in New York, Chicago, Detroit, Philadelphia; and by Doyle & Hawley in Los Angeles and San Francisco

Sales Management January 15, 1960 93



CABIN SAILING CRUISER

Boating is the rage... and the Silhouette offers an inspired idea for the sales contests and other promotions where the idea of the prize creates excitement.

The Silhouette Mark II is fabulous! Only 17'8" long yet she sleeps two in comfort, has luxury features never before crafted into a boat at this price.

Send for complete literature. Learn how this Cruising Sloop can help increase YOUR sales. Write: Findlay Corsar,

SILHOUETTE MARINE, LTD.

150 Spring St., N. Y. 12, N. Y.

100% Tax Deductible Homes Virgin Islands

Water Isle, 10 minutes by boat from St. Thomas. Sun, sleep, swim, fish or skin dive. Snow white beaches. An ideal sales tool, a dream vacation for you, your customers and prospects. A prize contest award beyond compare. Four beautiful terrace apartments exquisitely furnished available to companies on reasonable lease basis. Water Isle Club, with beautiful dining terrace and bar, nearby.

Write: N. B. Curtice, 1300 First Street South, Minneapolis 4, Minnesota. For short term accommodations write: Walter Phillipp, Water Isle, St. Thomas, Virgin Islands.

Charles Rolley (continued from page 41)

cosmetics were launched, a complete line of make-up items, cleansing and night creams, lotions and lipsticks, everything except the lipsticks being manufactured in the company's plant at South San Francisco.

The line was introduced through Rolley's own store; then, laboriously, he began once again to build wholesale distribution, beginning with beauty salons. The cosmetics were successful, the company was operating at a livable level, but it was still heavily in debt. It was the spectre of the debt, pointing to the need for faster growth, that started Rolley wondering if a new product might not provide the means.

While walking with his wife on the beach near Watsonville, one day, observing the swimmers and sunbathers, he noticed that many were rubbing themselves with vinegar and salad oil, olive oil, and some with concoctions of these and a certain brand of skin lotion. Suddenly it struck him. These people needed something the market was not supplying, and were trying messy, absurd and even dangerous means to help themselves. They wanted a tan and they did not want to burn. What if... He began dreaming - BIG.

► The enthusiasm with which he began his research was tempered by a sobering realization: "I knew I did not have a chance unless I could come up with a product better than anything so far known to protect the skin from sun and weather. If it were just a little better, it would need so much money for advertising and promotion it would be hopeless so far as my debt-ridden business was concerned."

After months of research, he had succeeded in developing something that was good, but by no means "startlingly superior": an important element was still lacking. Then, Rolley came in contact with a chemical called glyceryl-P-Amino-Benzoate, and found out that its developers had been doing a great deal of work with it, researching into its properties for filtering out the burning rays of the sun.

During the long development process, he was his own patient, and often abused, guinea pig. "I wouldn't subject anyone else to some of the tests I made..." for example, exposure to the sun at 110° F. His lotion passed the test - even more successfully than he had hoped. Without hesita-

tion, he had a small batch made up and got other people to try it. "Every skin is different." Reports that came back from the volunteers were glowing. Sea & Ski was born and named.

Rolley began eagerly offering it for sale in his own shop at 182 Geary St., San Francisco. Other than that, he had no idea how to get distribution.

The product prevented burning while permitting the skin to tan, and it saved the skin from drying out when exposed to sun and wind. Users confirmed its inventor's belief that it would do even more. It healed and relieved burns other than those caused by sun, for one thing. Before long the label included, besides its categorical claim, "Positively Prevents Sunburn," this legend: "Look What You've Discovered About Sea & Ski: After Shave; Baby's Skin Care; Hand Lotion; Make-up Base."

► Realizing he needed help, Rolley placed a small advertisement in the San Francisco Examiner, asking for someone to promote a product with a future. Among the few responses that were worth considering came one telephone call from a man who asked some leading questions. Where had the product sold? What was its record? And much more. The questioner then said: "Good. Get it into 150 drugstores, then show me reorders, and I'll consider it."

Rolley said to himself when he hung up, "Hell, if I had 150 drugstores reordering, I wouldn't need his help!" He was indignant. "But I began to think. And mad as I was, that man's suggestion opened a door - and got me off the seat of my pants."

He knew quite well that if he could get drugstores to handle his product he'd be on the way to the distribution he needed; but to get them interested, he'd need to show advertising support for it. He was still in debt; and still hadn't the money for advertising...

After some hard thinking he took a bold step. With a photographer in tow, he visited a local charm school, picked out a girl and had a picture taken with his product. This would provide the art for an advertisement he would run - if he had the money to run it. The fee to the girl was \$10, and another \$10 went to the photographer. By great good luck this first Sea & Ski model, Pat Shehan, won the Miss San Francisco contest not long afterwards.

The advertisement made the daring claim that no other lotion manufacturer could make, says Rolley: "Positively Prevents Sunburn." After considerable persuasion and maneuvering, Rolley got an advertising contact on the newspaper he chose, the San

What They Say About San Jose!

SAN JOSE, CAL., is emerging among the three best markets of the Pacific region as shown of late in our High Spot Cities reports. A recent boom in population, industrial expansion and marketing finds it squarely in the path of progress southward from San Francisco—and obviously ready for it. Here are some statistics which reflect this strategic position: Employment in 1958 was 60% over 1950 and running very much higher in 1959—which means new industry. Population in 1959 at midyear was 116% over the 1950 Census. Bank deposits in eight years have jumped 129%. Among the best judges of markets to watch are department store executives who have intimate knowledge from studies on the ground. In San Jose, their big, new installations are responsible this year for a monthly department-store index running better than 300, on the 1947 base of 100, against an all-California index fluctuating around 165.

From Sales Management
—Nov. 6, 1959

lic construction, con-
crease in residen-
struction, gives
estimated 71
billion new
than \$37
struct
that

► Situated at the southern end of San Francisco Bay, the San José standard metropolitan area, comprising Santa Clara County, has grown remarkably. Among the nine Bay Area counties, Santa Clara has become a bellwether, and now leads all of them in population growth. Its heavily populated northern half is now an important industrial area: its sparsely populated southern end, with tremendous growth potential, is mostly agricultural and grazing lands.

Originally only 5.47 square miles, San José, the central city of the San José metropolitan area and Santa Clara's county seat, has spread out over 45.6 square miles, now covering a slightly larger area than the city of San Francisco. Last year, residential construction in the San José metropolitan area was up 37 per cent and non-residential down 14 per cent. But this apparent lag in business and industrial construction belies San José's rapid industrial growth, for between 1944 and 1958, 299 new manufacturing and distributing concerns, investing \$299,317,638, entered the area.

From Printers' Ink
—Nov. 20, 1959

(1950 Omitted)	Total	Food group	Eating, drinking places	General merchandise	Apparel, accessories	Furniture, home furnishings, appliances	Auto-motive group	Gasoline service stations	Lbr., bldg. matls., hve., farm equip. dealers
SAN JOSE, CALIF.									
1958.....	701,518	169,341	48,342	90,301	46,510	42,840	110,096	53,697	53,522
1954.....	464,769	123,347	32,434	39,712	32,669	31,747	72,045	34,723	34,950
Percent change..	+ 51	+ 37	+ 49	+ 127	+ 42	+ 35	+ 53	+ 55	+ 53

U. S. Census Figures from Advertising Age
—Nov. 23, 1959

You COVER San Jose ONLY with

San Jose

Mercury and News

Member Metro Sunday Comic Network

With Parade Too!

Represented Nationally by Ridder-Johns, inc.

Up - and - Coming Billion Dollar Market!

Sales Management January 15, 1960 95

1960 Metro Population Up 15%

The Troy-Schenectady-Albany Metropolitan Area population is up 15% since 1950. Sales Management, Inc., estimates the area's 1959 population was 680,700, and is still rising.

The Troy City Zone is an important segment of the Metro Area. The City Zone population is rising and so are the retail sales which jumped from \$140,655,000 in 1950 to \$167,091,000 in 1958.

The only effective way to sell the Troy Market is through THE RECORD NEWSPAPERS which deliver 97% coverage of the City Zone. No other area newspaper has anything like adequate coverage in the Troy Market.

THE TROY RECORD
THE TIMES RECORD

Troy, N. Y.

Francisco Examiner, to have an advertisement set and placed in a "hold" file — for three months ahead!

With the ad plate in his sales portfolio, he started out to sell druggists. There were a lot of things he did not know about the drug trade. For example, that the majority of drugstore owners were not in the habit of buying more than half a dozen units of a suntan product at a time (reflecting the limited demand a decade ago for the products then on the market) and it was rare for one to place an order for a dozen at a time. Rolley computed his time and expenses; figured what he ought to sell to each contact while guarding against overloading. He blithely told each druggist he visited that he would not sell more than three dozen packages of Sea & Ski on an order.

From the first day on he sold 7 out of 8 stores he visited, and not one bought less than the 3-dozen limit.

Accustomed to selling department stores, Rolley offered druggists the same discount: 40%. Said the first druggist he called on: "What about my free goods?" "Free goods" was a new one to this salesman. Investigating, he found that it was the custom in the drug trade to give a 33-1/3% discount and one free unit with 11. He quickly figured and pointed out that his 40% was 1 1/2% better than the customary drug trade deal. Oddly, few druggists would accept it: 6 out of 8 insisted on what they were used to — 33-1/3% and one free in 12. Making no attempt from then on to alter the buying habits of his prospects, Rolley sold the San Francisco Bay Area druggists \$45,000 worth of lotion that year, a whopping increase over the \$8,800 of the previous year, 1949. He happily paid off all his debts and extended his advertising to all four metropolitan San Francisco newspapers.

►Almost without exception, the stores Rolley had sold reordered. There were three reasons: the excellence of the product — it fulfilled all claims; the enthusiasm of his selling; and the nature of his follow-up.

Taking the last first: "Each time I got an order, I'd ask to be introduced to the store's clerks. Then I'd spend time with them explaining the product and how to sell it. I didn't leave until I had them as enthusiastic as I could make them. I gave each clerk personal samples and asked him to try it himself, and he'd have something to tell customers."

That year Rolley discovered what makes the difference in the level of success of a salesman: "A top-grade salesman knows his product and can

POTENT PROVING GROUND FOR NEW PRODUCTS AND SERVICES

Among metropolitan areas of a million or more population, Kansas City is one of the 12 cities most frequently used as a test market

HEART OF AMERICA

Equi-distant from Canada to Gulf, Atlantic to Pacific. Kansas City is simultaneously an Eastern city, a Western city, a Northern city and a Southern city. The buying habits of every section of the country are reflected here. Often called the "most American city."

18th LARGEST CITY

Population, 1,039,200. Families, 343,300. Consumer expendable income, \$2,119,891,000. 2nd in America in retail sales per capita among metropolitan areas of a million or more population.

CONCENTRATED RETAIL OUTLETS

Four grocery organizations do 56.5% of dollar volume; three drug chains do 61.8%. 19th in America in retail sales, 13th in drug sales. 19% above national average in sales activity. Merchandising-minded, tie-up conscious retailers insure quicker checkable response, greater volume.

HUGE TRADE AREA

Free from mountains, lakes, ocean or other natural barriers, Kansas City's commerce flows unimpeded in every direction. Dominant in agricultural marketing and product distribution.

STABLE, BROAD-BASED ECONOMY

Wealth from the good earth—wheat, corn, oil, livestock, lumber, minerals. Surging manufacturing development. Great hub of a tremendous distribution network. Supreme among cities in the year-in, year-out uniformity of its prosperity.

MOST THOROUGH COVERAGE

The Star has the nation's most thorough twice-daily circulation coverage . . . blankets every class, income and racial segment of a city and area typically American in response to merchandising and selling appeals.

MR. TEST MARKETER!

Put Kansas City and The Star at the head of your list, as other leading advertisers do.

KANSAS CITY

Nation's Top Test Market

THE KANSAS CITY STAR

Nation's Top Test Medium

OFFICES

KANSAS CITY

1729 Grand Ave., HArrison 1-1200

CHICAGO

202 S. State St., WEbster 9-0532

NEW YORK

21 E. 40th St., MURray Hill 3-6161

SAN FRANCISCO

625 Market St., GARfield 1-2003

THE SCOUT

Penn Valley Park



talk about it convincingly; he knows the problems of his account and he knows his public. If he can add to these, sincere enthusiasm, he is not likely ever to fail. I don't think that anyone ever sold anything with more enthusiasm than I had in presenting Sea & Ski."

By 1951, demand was growing and Rolley was under pressure to expand into Southern California, but although his bills were paid and the product was gaining ground, he still had no capital for the promotion and advertising he knew he must have to make a real dent in the market. So he

waited until 1952, and then, with the profits made in Northern California, he expanded southward. A year later, with the profits from the new area, he went into New York, Chicago, and Dallas.

Plagued by financial headaches, he tried several times to negotiate a bank loan; was repeatedly turned down. ("Sure, you did well this year, but how do we know you'll do well next year," was one answer that made Rolley see red.) Finally, he made a try with an unorthodox preamble. Smarting from his last turn-down he strode into a banker's office and said:

"I know you'll turn me down, but at least give me a sensible reason for saying 'No.'"

Needing \$10,000, he asked for \$25,000. And went back to his office to await the verdict. The banker called him in due course and said, "If we loaned you \$25,000 it wouldn't do you much good. We figure that your business needs \$75,000." Pop-eared and shaking with disbelief, Rolley listened to the proposal: \$50,000 open credit payable in 120 days, \$25,000 for machinery and equipment in monthly instalments over a year.

As it turned out, he needed only \$37,000 of the \$50,000 to accomplish what he had in mind; and repaid the bank 15 days earlier than the date agreed on.

One important change he made was in packaging—changing from glass to plastic bottles and tubes. The unbreakable package was a strong advertising and selling point from the start. Many pool managements had prohibited glass packages because of the danger of glass breakage. A skier could carry a plastic bottle or tube and not fear injury from a spill. The new package was more convenient to carry on picnics or beach trips. These and other advantages were played up in advertising and at point-of-purchase.

Many promotion devices were tried as the product was introduced into market after market. "But a sampling program did more for us than anything else." This was particularly true in the Florida market which Rolley entered in 1953. "I was told I had a hole in my head when I decided to introduce Sea & Ski there. It's the most ruthless market in the entire U.S. in the suntan products field. I had experiences there that left me pretty discouraged, but I don't give up easily. I resolved to beat my way through."

► Sea & Ski began to make its first impact on consumers when Rolley went into the guest-pak program which places samples in major hotels. For this sampling, small glass bottles were used. Another type of sample later distributed by girls stationed at causeways was a small plastic tube. The guest-pak program had to be discontinued after two years because the cabana boys—who buy lotions from other manufacturers for as low as 20 cents and sell them to hotel guests for \$1.25—were stealing the Sea & Ski samples or using their influence with hotel employees to get them removed. "There was nothing we could do to combat this."

The break into the Florida market was completed with the causeway sampling, electric signs in drug stores,



The use of any of the above
in your TV commercials
or in your other
advertising will
very definitely **INCREASE
CONFIDENCE
IN YOUR PRODUCT**

Inquire now, PARENTS' MAGAZINE, 52 Vanderbilt Ave., N. Y., 6 N. Michigan Ave., Chicago, Ill. • Atlanta • Boston • Los Angeles • San Francisco

Latest A.B.C. Publisher's Statements show . . .

The Houston Post is Houston's largest daily and Sunday newspaper!

	DAILY	SUNDAY
The Houston Post	209,066	218,509
The Houston Chronicle	195,448	216,567
The Houston Press	101,398	

Source: ABC Publisher's Statement for 6 month period ending Sept. 30, 1959 and subject to audit.

Last Quarter
July 1-Sept., 1959

Post
209,381


Chronicle
194,361

Press
101,710

Post
220,895

Chronicle
215,952

THE HOUSTON POST

W. P. Hobby, Chairman of the Board — Oveta Culp Hobby, President
Houston's largest daily and Sunday newspaper
Represented Nationally by Moloney, Regan & Schmitt
Member 



and spectaculars. Druggists became loyal distributors, pleased that Rolley had refused to sell the powerful cabana boys at a discount lower than that given the stores. "We chose the sign advertising in this market," Rolley explains, "because we found that people vacationing in Florida evidently were too busy enjoying themselves to read newspapers or periodicals; and, instead of staying at home or in their rooms watching television, they were out on the beach or at the races. But the signs and samples and the drugstore clerks got to them." It was hard work, but today's Florida

sales volume is "exceedingly high."

By 1955 the product was in nationwide distribution with no dead spots left; and in that year the trend to the "better mousetrap" got Rolley what he calls "a wonderful promotion break." He received a telephone call from Jules Montenier of Stopette deodorant, proposing a package combination of a 1-ounce tube of Sea & Ski and Stopette. In return for supplying the product, Sea & Ski got, free newspaper, national magazine and television ("What's My Line?") advertising—and 1.2 million customers (that many trial 69c-tubes were supplied

for the Stopette combination deal).

In 1955 Rolley got the \$2-million "degree" payoff in his marketing "course." Early that year he began to receive inquiries from various important companies interested in buying the Rolley Co. One after another, manufacturers offered to buy out his entire enterprise. He negotiated with some, found their offers uninteresting, dropped them.

"After six months of this," he remembers, "I was pretty worn out. I decided to take a trip to Europe." He made his plans and was set to leave in two weeks when a telephone call came from a manufacturer in New Jersey. The spokesman for the firm said he had heard rumors of Rolley Co. being on the market and asked, in effect, what was the tab.

Two weeks earlier, Rolley had turned down an offer of \$1 million. "I didn't want to go through all that again," he said, "I named a figure that would scare them. I told the man on the line that I was not trying to sell—others had been trying to buy. I might consider \$2 million, but I wasn't going to cancel my trip to Europe." Thinking with relief that that was the last of that, he hung up. An hour later New Jersey was on the line again. This time it was A. (Sonnie) Sonnabend of Botany Mills. He said that he liked the proposition and he thought they could make a deal; would Rolley get his attorneys to draw up papers? Rolley said, he was afraid not, he was off to Europe. Maybe Botany Mills would like to have its attorneys start work on papers.

► The next day there was another telephone call: "We overlooked discussing an employment contract." The deal would be off unless Rolley was willing to remain and head the business. Smiling—he'd got his \$2 million—Rolley said, "Why not?" and then quoted a compensation figure that was relatively low for the responsible position he would have. He liked running Rolley Co.!

It gave him great pleasure to see his stockholders being paid \$200 for each of their shares; In 1946, when the company was on the edge of failure, value of the stock had sunk to 20 cents a share.

It also gave him great satisfaction to know that Botany Industries, Inc. (formerly Botany Mills) got its \$2 million back out of the profits within four years.

By the first of 1960, Rolley Division will move into a new 30,000 square-foot modern plant now being built in Reno, Nevada, with a capacity of two-and-one-half times that of the existing South San Francisco plant. ♦

SOME MARKETS ARE JUST NATURALLY LOADED



Take Cleveland, for instance. A combination of a compact, easy to reach area plus a high family income (\$7,381) and you get a market with **RETAIL SALES LARGER THAN ANY ONE OF 35 ENTIRE STATES**

You really sell this market in the Cleveland PLAIN DEALER

Represented by Crenner & Woodward, Inc., New York, Chicago, Detroit, Atlanta, San Francisco and Los Angeles. Member of Metro Sunday Comics and Magazine Network.

GREAT WAY TO GET MASS DISPLAYS!

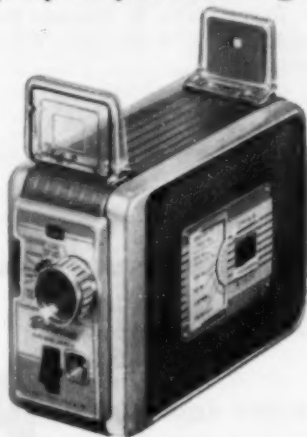


Rival Dog Food gets more retail outlets to put up better, bigger mass displays by offering Kodak cameras!

In a drive for shopper-stopping displays in test markets, Rival recently offered Kodak cameras as awards to retail dealers who set up particularly effective Rival Dog Food displays.

Asked why this promotion resulted in so much retailer activity, Rival Packing Company answered—"Kodak products are so well known *they sell themselves!* They got retailers to do an extra good job on product display for us!"

Appeal that gets *results!* That's the key to the long list of "selling successes" with Kodak premiums. Whatever your particular promotion—sales incentives,



consumer premiums, employee awards—you're sure to find just the *right* item for your needs in Kodak's full line of "most-wanted" values from \$4.25 to \$850.

Mail coupon today for full details on how you can make your promotion dollar go further, sell more with Kodak premiums.

Prices are list and are subject to change without notice

**EASTMAN KODAK
COMPANY**
Rochester 4, N.Y.

MAIL COUPON TODAY

EASTMAN KODAK COMPANY, Premium Sales Office, Rochester 4, N. Y.
Please send me more details on promotion opportunities with Kodak premiums.

222-1

Name _____ Position _____
Company _____ Street _____
City _____ Zone _____ State _____

Kodak
TRADEMARK



... you'll enjoy stopping at Chicago's

Executive House

Tomorrow's Hotel Today

CHICAGO'S Executive House, a new ultra-modern 40-story skyscraper with drive-in garage, ideally located on the edge of the famous Loop, introduces many innovations—including private sun terraces—the last word in luxury hotel living.



Executive House

Write for colorful brochure

Dept. S, 71 E. Wacker Dr., Chicago 1, Ill. • FI 6-7100
A. M. Quarles, General Manager

CONVENTION TENSION?

From your initial telephone call to the final round of applause, the staff of Jack Morton Productions will handle every planning and production detail for your convention or sales meeting program. Specialists in tasteful entertainment programs, JMP is retained by clients year after year because of the Jack Morton care for details and skillful tailoring of programs to specific audiences. We have facilities and a knowledge of local conditions wherever you plan to hold your program.

JACK MORTON PRODUCTIONS
NEW YORK • CHICAGO • DETROIT • HOLLYWOOD
MIAMI • DALLAS • WASHINGTON • DENVER

Opportunity for man—25-30—to train as assistant sales manager of national organization in industrial field. Should now be assistant advertising manager or merchandising manager. Drug, pharmaceutical, or surgical dressing field would be considered good background. Should have experience in copy writing, market research. Willing to travel preferred but not essential—Midwest location—salary open—our employees know of this opening. Box Number 150.

SALES PROMOTION — FREE-LANCE

Copy, concepts, campaigns... ads, mailers, catalogs, newsletters, presentations, name it... fast, fresh, finished, fruitful... firm estimates... Pre-agreed fees.

the copy shop MU 3-1455
270 Madison Avenue New York City 16

EXECUTIVE SHIFTS IN THE SALES WORLD

Admiral Corp. . . .

A. A. Medica promoted to television sales manager; and Clarence B. Flinn to radio-high fidelity sales manager.

Aluminum Foils, Inc. . . .

Thomas W. Allison named vice president of marketing and sales.

American-Marietta Co. . . .

Morton L. Schnadig, Jr., appointed national field sales manager for the O-Cedar Division's consumer products activities.

Brunswick-Balke-Collender Co. . . .

Milt Rudo named vice president in charge of marketing, and J. G. Thomas vice president and sales manager of the Bowling and Billiard Division.

Dobackmun Co. Division of Dow Chemical Co. . . .

Nicholas R. Sheehan promoted to manager of industrial sales.

Doeskin Products, Inc.

Harry M. Nussbaum appointed general sales manager.

Federal Pacific Electric Co. . . .

Ralph J. Weiger named industrial sales manager; Armond J. Bisignani, Jr., marketing manager, General Products Dept.; Walter H. Niemann marketing manager for laboratory switchboards.

Ford Division of Ford Motor Co. . . .

M. S. McLaughlin promoted to general sales manager.

General Electric Co. Computer Dept.
Loren D. Creede named to the new position of manager of export sales.

Goodyear Tire & Rubber Co. . . .

C. F. Stroud appointed sales manager, Tire Division.

Hoover, Co., The . . .

Felix N. Mansager elected vice president-sales in charge of U.S. sales operations.

Lehn & Fink Products Corp. . . .

Roger M. Kirk, Jr., named sales manager, Lehn & Fink Division.

Lone Star Cement Corp. . . .

W. C. Priest Frazier appointed vice president in charge of sales.

Minute Maid Corp. . . .

A. J. Thurman becomes director of sales, Snow Crop Division.

Pennsalt Chemicals Corp. . . .

Albert H. Clem named to the newly created post of vice president, marketing.

Pittsburgh Plate Glass Co. . . .

Paul A. Ketchum appointed vice president of glass sales, Merchandising Division; Howard J. Mather, vice president of industrial sales, Paint Division.

Ruberoid Co. . . .

Joseph G. Hall moves up to general sales manager.

Salada-Shirriff-Horsey . . .

Robert L. Larsen named marketing manager for Salada Tea, Salada-Junket Division.

Think **BIG**
when you think of **PHOENIX**

THE ARIZONA
REPUBLIC

THE PHOENIX
Gazette

Morning and Evening Combination

Advertising Checking Bureau, Inc.	27
Agency: Harris & Wilson, Inc.	
Aero Mayflower Transit Company, Inc. ...	87
Agency: Caldwell, Larkin & Sidenor-Van Riper, Inc.	
Air Express division of Railway Express ...	89
Agency: Adams & Keyes, Inc.	
Akron Beacon Journal	62
Agency: Charles A. Jessop & Company	
Allied Impex Corp.	82
Agency: Kamany Associates, Inc.	
American Home	10-11
Agency: Batten, Barton, Durstine & Osborn, Inc.	
American Motors Corp.	28
Agency: Geyer, Morey, Madden & Ballard, Inc.	
Artington Aluminum Company	12
Agency: Brewer Associates	
Associated Business Publications, Inc.	2-3-4
Agency: Van Brunt & Company	
Better Homes & Gardens	66-67
Agency: J. Walter Thompson Company	
Buffalo Courier-Express	83
Agency: The Rumrill Company Inc.	
Charlotte Observer-News	65
Agency: Bennett Advertising Inc.	
Chicago Tribune	4th Cover
Agency: Foote, Cone & Belding	
Chicago Sun-Times	81
Agency: The Buchan Company	
Cleveland Plain Dealer	100
Agency: Joseph Gullisot Company	
Columbus Dispatch	78
Agency: Wheeler, Kight & Gaiety, Inc.	
Container Corp. of America	24
Agency: N. W. Ayer & Son, Inc.	
Christian Stations	58-59
Agency: Henry J. Kaufman & Associates	
Cresley Broadcasting Corp.	61
Agency: The Ralph H. Jones Company	
Deaver-Chicago Trucking Company	47
Agency: Galen E. Broyles Company, Inc.	
Eastman Kodak Company (Premium Trade Division)	101
Agency: J. Walter Thompson Company	
Executive House	102
Agency: Ollan & Bronner Inc.	
Fast Food	88
Farm Journal	29
Agency: Lewis & Gilman, Inc.	
Faultless Rubber Company	90
Agency: Howard Swink Advertising Agency, Inc.	
Good Housekeeping	22-23
Agency: Ellington & Company	
Greensboro News-Record	46
Agency: Henry J. Kaufman & Associates	
Grit Publishing Company	93
Agency: Gray & Rogers	
Hardware Retailer	26
Agency: Fuller & Smith & Ross Inc.	
Hearst Magazines	13
Agency: Lynn Baker, Inc.	
Allen Hollander Company, Inc.	73
Agency: Crutenden Advertising	
Houston Post	99
Agency: Marshall, Rickard, Gebhardt & Reed, Inc.	
Industrial Equipment News	9
Agency: Feeley Advertising Agency, Inc.	
Wilson Jones Company	84
Kansas City Star	97

ADVERTISERS' INDEX

This Index is provided as an additional service. The publisher does not assume any liability for errors or omissions.

Ladies' Home Journal	2nd Cover
Agency: Doherty, Clifford, Stears & Shanfield, Inc.	
Look	55
Agency: McCann-Erickson, Inc.	
Los Angeles Herald-Express	77
Agency: Standard Advertising Agency	
Los Angeles Times	91
Agency: Batten, Barton, Durstine & Osborn, Inc.	
Louisville Courier-Journal & Times	48-49
Agency: Zimmer-McClasky, Inc.	



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SALES PROMOTION MANAGER

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ADMINISTRATIVE ASSISTANT

Edward S. Hoffman

Asst. to Vice President, Sales

Cecelia Santoro

ADV. SERVICE MANAGER

Madeleine Singleton

PRODUCTION MANAGER

Virginia New

DIVISION SALES MANAGERS

New York—W. E. Dunsby, Wm. McClenaghan, Elliot Hague Robert B. Hicks, Dan Callanan, F. C. Kendall, Ormond Black, 630 Third Ave., New York 17, N. Y., YUkon 6-4800.

Chicago—C. E. Lovejoy, Jr., Western General Manager; W. J. Carmichael, Western Advertising Director; John W. Pearce, Western Sales Manager; Thomas S. Turner, Robert T. Coughlin, 333 N. Michigan Ave., Chicago 1, Ill., State 2-1266; Office Mgr., Vera Lindberg.

Pacific Coast—Warwick S. Carpenter, 15 East de la Guerra, Santa Barbara, Calif., WOodland 2-3612, Pacific Coast Manager; Northern California, Washington and Oregon, M. A. Kimball Co., 2550 Beverly Boulevard, Los Angeles 57, Cal., DUmkirk 8-6178; or 681 Market St., San Francisco 5, Cal., EXbrook 2-3365.

McClatchey Newspapers	43
Agency: J. Walter Thompson Company	
McGraw-Hill Publishing Company	30-31
Agency: Fuller & Smith & Ross Inc.	
Joshua Meier Company	25
Agency: Preiss & Brown Advertising	
Midwest Farm Paper Unit	92
Agency: Olmstead & Foley Inc.	
Milwaukee Journal	5
Agency: Klau-Van Pletersom-Dunlap, Inc.	
Moline Dispatch	73
Agency: Clem T. Hanson Company	
Monsanto Chemical Company	20-21
Agency: Needham, Louis & Brorby, Inc.	
Jack Morton Productions	102
Agency: George T. Petsche Advertising	
Nation's Business	79
Agency: Van Brunt & Company	
Newsweek	52
Agency: Fletcher Richards, Calkins & Holden, Inc.	
New Yorker	19
Agency: Anderson & Cairns, Inc.	
Parade	44
Agency: Roach, McClinton & Company	
Parents Magazine	98
Agency: Lester Harrison, Inc.	
Philadelphia Bulletin	6
Agency: N. W. Ayer & Son Inc.	
Philadelphia Inquirer	16
Agency: Al Paul Leffon Company Inc.	
Phoenix Republic-Gazette	102
Agency: Jennings & Thompson Inc.	
Rock Island Argus	73
Agency: Clem T. Hanson Company	
Sales Management	76
Sales Meetings	64
San Jose Mercury-News	95
Agency: Richard Jorgensen Advertising	
Silhouette Marine, Ltd.	94
Agency: Lester Harrison, Inc.	
Sports Illustrated	3rd Cover
Agency: Young & Rubicam, Inc.	
Stanley Publishing Company	45
Agency: Torkel Gumbel & Associates	
Stein Bros. Company (Stebco Products) ..	7
Agency: Grossfeld & Staff Advertising	
Sweet's Catalog Service	14-15
Agency: Muller, Jordan & Herrick	
Syracuse Newspapers	1
Agency: Doug Johnson Associates, Inc.	
Troy Record Newspapers	96
Tulsa World-Tribune	88
Agency: Ferguson-Miller Associates	
U. S. News & World Report	69-70-71-72
Agency: MacManus, John & Adams Inc.	
WBTY (Charlotte, N. C.)	32
Agency: Kincaid Advertising Agency, Inc.	
WHBF (Moline-Rock Island)	90
Agency: Clem T. Hanson Company	
WHO-AM (Des Moines)	8
Agency: Doe-Anderson Advertising Agency, Inc.	
Wall St. Journal	85
Agency: Martin K. Speckter Associates, Inc.	
Water Isle	94
Western Union Telegraph Company	63
Agency: Benton & Bowles, Inc.	
Wheaton Van Lines, Inc.	64
Agency: Poorman, Butler & Associates, Inc.	
Worcester Telegram-Gazette	86
Agency: C. Jerry Spaulding Inc.	

—SM— CALL REPORT

Pretty Boys, Goodbye

"We got tired of the sameness of men's clothing advertising and decided to do something about it," Harold Mitchell told us. (He's head of the advertising agency bearing his name.)

The "something" is a series of full-color ads for Gordou-Ford clothes, which are traditional in cut, dramatic in fabric and pattern. The ads have been running in *The New Yorker*. One has a wash-and-wear jacket hanging on a nail by a country well. Another shows an Irish linen sports coat thumbtacked to a pine wall. And surprise: Not a male model in sight!

"We have three objectives," says Mitchell. "To sell the product; to establish an inimitable company image, and to capture the spirit of the product and the company."

Retailers have liked the idea. One of them said, "It gets right down to the business of selling. The customer sees himself instead of another guy."



Voice in the Wilderness

A slight chink has appeared in the wall of conviction that railroads have replaced banks as the public's big symbol of cold heartedness: The other day at a press luncheon we sat next to NBC's Frank Blair, who does the news on the network's early-morning "Today" show. Blair was simply full of kind words for that beleaguered institution, the New York, New Haven & Hartford Railroad.

Each morning Blair meets CBS early bird Jack Sterling on the platform of the Stamford, Conn., station for the long pull

into New York's Grand Central. If all goes well their commuter train comes in just after the fast morning freight goes lurching through the station. But any commuter can tell you there is such a thing as a very late train. And a very late train is a very big disaster for these gentlemen. Happily, though, the engineer on the fast freight is a TV buff. And on those mornings when the commuter train oversleeps on the New Haven spur, a long red row of boxcars can be seen, grinding to a halt at the Stamford passenger station. And Blair and Sterling dash across the local track, hop the cab of the big electric diesel and make a spectacular dash to the breakfast tables of millions of viewers!

The House in the Station

Anything can, and generally does, happen in Grand Central Station. But we never expected to see a house being built there. After watching masons mortaring cinder blocks, we did some investigation. Herewith, our findings:

The house is a 2-bedroom Florida home, complete with Florida-built furniture, a screened porch and a carport. It's being built by the Mackle Co. of Miami for General Development Corp. And it signifies General's new emphasis on a national campaign for the sale of homes — and home sites — on both of Florida's coasts. It also marks the first time in history that a development company has aimed at a coast-to-coast market for the sale of houses. "We're bringing our product North to our customers," says Gil Carroll, of General. "This house is like those which customers can buy in our Port Charlotte, Port St. Lucie and other Florida communities."

He adds that the house was shipped from Miami in two freight cars; the package weighed 29 tons. (The house was built with no interruption in the station's services or oper-

ations.) The Mackle brothers head the company that builds all the houses and other structures in General Development's communities.

Mr. Carroll says that representatives have had to beat off prospective buyers almost since the first cinder block went down on the terrazzo floor of the station.

"Will we get our money back? Man, I hope to tell you we will!"



Watch Your Wallet

The pleasant, successful-looking gent who could be your neighbor at that big convention bears watching. He might just be a skilled pickpocket!

Potato Chip Institute International (honest) is concerned about him — and you. And the other day, at its annual conference in Cincinnati's Netherland-Hilton Hotel, it provided delegates with a word of warning. Opening day speaker was Floyd Niswonger, a famous detective, wise in the ways of convention high jinks. His subject: "Pitfalls for Conventioners."

Our delegate told us you could have heard a potato chip drop.

Definition

It took a jazz singer, Sarah Vaughan, to say it. "A conference," she announced, "is a meeting at which people talk about the things they should be out doing instead of attending meetings."

Sport
brings out
the best
in people—

*and Sports Illustrated
brings out the best of people*

...900,000 families of them every week. They'll travel all night to ski all day. Altogether, they make up the fastest growing quality market in America. In five years, the number of U.S. families with \$10,000 incomes and over has doubled. SI's circulation has also doubled, to 900,000. Yet its median family income figure remains virtually the same—highest of any U. S. weekly magazine that is read by the whole family...The big trend today is toward the active life. Active markets flourish among active people. You'll find both among the advertising and editorial pages of SPORTS ILLUSTRATED.



*The
first
market
to
buy*



**More readers.....more advertising-
THE TRIBUNE GETS 'EM IN CHICAGO!**

The Tribune sells nearly 900,000 copies daily, 1,250,000 on Sundays—over one and a half times the circulation of any other Chicago paper. It is read by more families in Chicago and suburbs than the top 5 national weekly magazines combined. More than 6 times as many Chicagoans turn its pages as turn on the average evening TV

show! Advertisers spent over \$60,000,000 in the Tribune last year—more than in all other Chicago papers put together. Unmatched, also, is the Tribune's record of advertising results. It out-pulls other Chicago papers 3 to one, 4 to one, even 15 to one—evidence of a selling FORCE which is uniquely the Tribune's in Chicago!

2

JANUARY 15, 1960

Sales Management

PART TWO

Sales Meetings

CONVENTIONS • EXPOSITIONS • TRADE SHOWS



ANATOMY OF A MEETING

Anatomy of a Meeting . . . 34

How to Pick a Hotel . . . 64

Acting Course for Salesmen . . . 90

MD's Put on a Show for Public . . . 156

Fly **TWA** to your meetings



Have a wonderful trip to your convention!
Across the U. S. or overseas,
you enjoy all these advantages on TWA!

Exclusive, one-airline travel. You can fly TWA all the way. It's the only one-airline service between 70 key U.S. cities and 23 world centers abroad.

Superb TWA Boeing 707s. Fastest Jetliners in the U.S., now flying millions of Jet passenger miles each week. Non-stop between major U.S. cities coast to coast.

TWA Intercontinental Boeing 707s. *Fastest* and largest Jetliners to Europe. For example: non-stop from New York to London—6 hours, 25 minutes. Non-stop to Paris—6 hours, 45 minutes. Also direct service to Frankfurt and Rome.

Free stopovers. Visit many extra cities overseas at no extra cost . . . en route to or from your meeting. Ask about interesting TWA "side trips" and Post-convention Holiday Tours.

Your choice of service. For luxury . . . de luxe First Class Ambassador, featuring complimentary cocktails, gourmet meals. For great savings . . . thrifty Sky Club Coach or Economy service.

Next trip . . . fly TWA! For reservations, call your travel agent or nearest TWA office

FLY THE FINEST . . . FLY **TWA** TRANS WORLD AIRLINES

We Serve the Nation's Convention Centers



Minneapolis Auditorium



Atlantic City Auditorium



Los Angeles Shrine Auditorium



Milwaukee Auditorium



New Orleans Auditorium



Kansas City Auditorium



Boston Mechanics Hall



Dallas Memorial Auditorium



St. Louis Kiel Auditorium



Washington, D. C. National Guard Armory



Philadelphia Convention Hall



Cleveland Public Auditorium



Chicago Navy Pier



Oklahoma City Will Rogers Field



Houston Texas Caliseum

Decorated And Furnished By

Andrews, Bartlett and Associates, Inc.

1849 West 24th Street • Cleveland 13, Ohio • TOWER 1-6045

The nation's foremost firm in exposition production and furnishings.

Q

**WHERE TO GO
FOR YOUR NEXT
GROUP MEETING
OR
SALES INCENTIVE
TRIP?**



The ever-popular answer:
The ARAWAK — unparalleled as an elegant, fun-filled place for meetings of this kind. On Jamaica's smart fashionable North Shore. Completely air-conditioned: 176 balconied rooms: beach, pool, horse-back riding, tennis, pitch 'n' putt and driving range, fishing, water-skiing, Jippi Jappa Lounge, fabulous Limbo Room Supper Club!

*For full information
call our*

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Chicago, MO 4-5100

Miami, PL 4-1667

Detroit, WO 2-2700

Washington, D. C., EX 3-6481

**HOTEL
ARAWAK**
ARAWAK P.O. 3
OCHO RIOS, JAMAICA, W. I.

*Robert M. Sowers,
General Manager*



Sales Meetings

CONVENTIONS • EXPOSITIONS • TRADE SHOWS

CONTENTS

JANUARY 15, 1960

Audio-Visual Aids

First Aid for "Sick" Mikes	140
New Fabric Holds Product to Display	126
Tape Breaks Time Barrier	122

Convention Facilities

New Chicago Hall at Halfway Mark	107
To Pick Best Hotel (for you) Ask Questions	64

Distributor Show

Small Outfit Stages Own Trade Show	118
------------------------------------	-----

Exhibit Technique

How Are the "Wired" Mimics Doing?	144
New Role for Exhibits	84
Portable Display in Eyewear Field	102
Top Exhibit Design	114

Incentive Travel

Why Gibson Spends So Much on Travel	42
-------------------------------------	----

Industrial Theater

Show for Florist Goes on Film	78
-------------------------------	----

Fairs

Go for Fun—But Do Serious Buying	132
----------------------------------	-----

SALES MEETINGS/Part II SALES MANAGEMENT

Meeting Techniques

Admiral Ties Meeting to Exhibit	96
Anatomy of a Meeting	31
Beware the Big Gimmick	150
"Hot" Game Tickets Lure Dealers to See New Line	100
Lighting for Meetings	48
Make Small Group Sessions Different	59
Murderers (of sales) Stand Trial	41
New Kind of Round Table	136
Story Behind TV Guide's Preview Meeting	111

Mobile Exhibit

Armstrong Takes to Road in Big Way	39
United Unveils Jet With Air Fair	128

Public Shows

British Plan Biggest Fair	137
MD's Put on Show for Public	156

Training Session

Acting Course for Salesmen?	90
-----------------------------	----

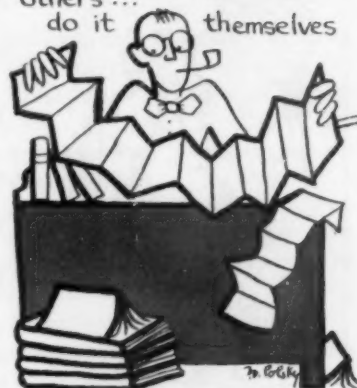
DEPARTMENTS

Advertisers' Index	164	Facilities Roundup	14
As the Editors See It	29	Letters	9
Best I've Heard	166	Meeting and Show News	23

JANUARY 15, 1960



others... do it themselves



But, for professional
group travel planning,
those who know
come to

**TRAVEL CONSULTANTS,
INC.**

in the nation's capital.

When every detail of a trip
must be perfect, don't rely on
a general practitioner: Call
in the specialists in quality
group travel technique. Long
experience in developing group
itineraries and arrangements
for prominent organizations
throughout the world enables
us to tell you what works —
and why!

Call or write today for the answer to your
group travel requirements.

Travel Consultants

INCORPORATED
1612 "K" Street, N. W., Washington 6, D. C.
(telephone—District 7-9228)

N. Sidney Nyhus, President
David Randall, Manager, Group Sales



Dimension!

Exhibitions add vital dimension to your selling... The dimension of "dialogue" not present in advertising... The dimension of demonstration, not present in most sales calls... The dimension of economy, many excellent interviews in fewer hours which only the exhibit can provide... the dimension of "association" to a specific market!

The Exposition Management Association is an earnest group of both trade and public show managers bound together with the objective of improving exposition standards, techniques and results for the exhibiting customer. The method: better shows for the audience. You can expect good results from an EMA exposition manager's show.

EXPOSITION MANAGEMENT ASSOCIATION

EMA

30 Members holding
72 shows throughout
the USA and Canada.
72 West 45th Street,
New York 36, N. Y.

Sales Meetings

EXECUTIVE OFFICES, 1212 Chestnut St.
Philadelphia 7, Pa. WALnut 3-1788

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**Bill Brothers Publications in MARKET-
ING:** Sales Management, Sales Meet-
ings, Premium Practice.



INDUSTRIAL: Rubber
World, Plastics Technol-
ogy. **MERCHANDISING:**
Fast Food, Floor Covering
Profit and Modern Tire Dealer.

SALES MEETINGS is issued bimonthly: January,
March, May, July, September and November as
Part Two of **SALES MANAGEMENT**. All mail for
SALES MEETINGS should be directed to Philadel-
phia Office.

Copyright Sales Management, Inc., 1960

The MARTIN B. IGER Copyrighted "TIP" Sales Plan Moves Mountains of Merchandise*

Not One Unsuccessful Promotion in 28 Years!

**SALES ENGINEERED CAMPAIGN MOVED
\$20,000,000 of CLIENT'S PRODUCTS in 13 WEEKS
AT A COST OF LESS THAN 5%**

EVERY INDEX, every business yardstick, points to 1960 as a hard-sell year. The consumer is willing to buy—but he must be sold.

Today's competition is so keen that product design, price and advertising are not enough to insure that a manufacturer's sales will keep pace with production.

What's missing?

Why does one manufacturer's products sell—and another manufacturer's products lie unnoticed on the retailer's shelf?

Why? There is an industrial fight going on today in this country for the attention and the effort of the distributor and retailer personnel.

These are the people who do the actual selling. These are the people who, because of incentive, switch from one product to another. These are the people who either *want* to sell your product or who do not know you are "alive".

If they are *for* you, they will display your merchandise properly, learn the selling points of your product, and *talk* your product to the consumer above that of your competitors.

How then do you get distributors and retail personnel on your team so that you get a bigger share of business at the point-of-sale?

The Martin B. Iger Copyrighted "Tip" Sales Plan does that for you. We have not had an unsuccessful promotion in 28 years.

Our promotional and merchandising plans are not standardized. Each is custom-prepared after careful study of a client's problem. The plan prepared for you is designed to fit your needs—to put drive into your distributors and dealers

—to stimulate salesmen to sell what you want to sell. Every detail is carefully worked out for you by our staff of competent merchandising and promotional people.

We will not undertake any program we do not believe will succeed!

Since 1932, MARTIN B. IGER & Co. has been initiating and supervising incentive programs, "kick-off" conventions and travel promotions for American business—among them some of the nation's largest blue-chip companies.

MARTIN B. IGER & CO. *Are Specialists in Arranging* **NATIONAL SALES CONVENTIONS** *Anywhere in the World*

DURING the past 28 years we have organized and supervised scores of sales conventions for clients who are nationally-known manufacturers of varied products and companies engaged in selling services universally. These gatherings were held in world-famous resort areas or in bustling cities in America and abroad.

We plan the merchandising strategy that serves as the theme for our clients' conventions. We handle **EVERY DETAIL**, from start to finish.

Ask us to tell you how our experts' unique services can help make your next Sales Convention the most successful one you ever sponsored.



The inscription on this trophy is self-explanatory. It reads: "Awarded by Capt. Eddie Rickenbacker, President and General Manager, Eastern Air Lines, to Martin B. Iger & Co. for Outstanding Accomplishment in the Field of Travel Incentive Programs."

MARTIN B. IGER & CO.

• ADVISORY COUNSEL on POINT SYSTEMS and MERCHANDISING •
INCENTIVE PROGRAMS • TRAVEL PROMOTIONS • CONVENTIONS

1475 BROADWAY ^{Times} Building NEW YORK 36, N. Y.

Telephone: Wisconsin 7-2888

Copyright, 1954 Martin B. Iger & Co.

* WHEN THERE'S LESS BUSINESS AVAILABLE OUR PLAN GETS YOU A BIGGER SHARE

**THE MOST MODERN FUNCTIONAL
HOTEL IN THE SOUTHWEST...**

Designed for Conventions in Dallas...

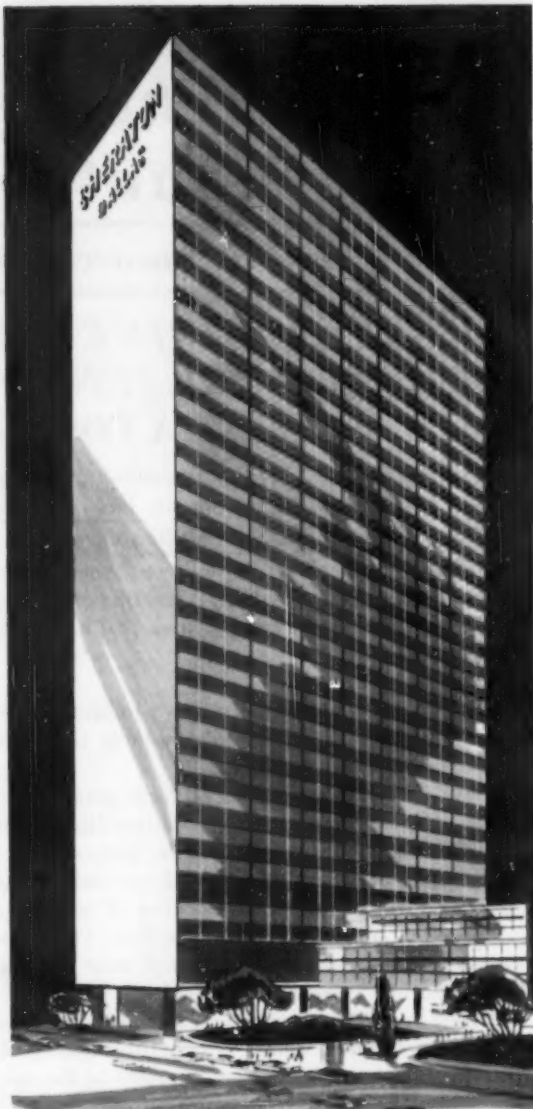
Hub of Industry and Finance

The new Sheraton-Dallas Hotel is planned and staffed to accommodate today's progressive businessman . . . for conventions, multiple-meetings and private groups. The Sheraton Plans Group promises you an integrated, smooth-running program, whatever your needs may be. Facilities vary in size from private function rooms for 10 people to the grand ballroom which will accommodate more than 2000.

This modern sheath of mosaic beauty also features the finest cuisine, prepared by world-famous chefs.

Discriminating businessmen have given their hearty approval to the Sheraton-Dallas . . . located in the heart of Southwestern finance and industry.

600 Rooms.....Free parking for registered guests

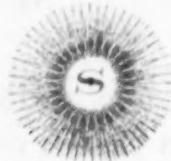


TYPICAL FUNCTION ROOMS provide privacy and luxurious furnishings for business meetings and parties.

LUXURY GUEST ROOMS have AM-FM clock radios, ice-making compartments and extra large closets . . . many have built-in TV.

THE GRAND BALLROOM—a grand ballroom in its fullest sense . . . seats more than 2000 at conventions . . . contains facilities for closed circuit TV.

the new **Sheraton-Dallas HOTEL**
LOCATED IN EXCLUSIVE SOUTHLAND CENTER...DALLAS

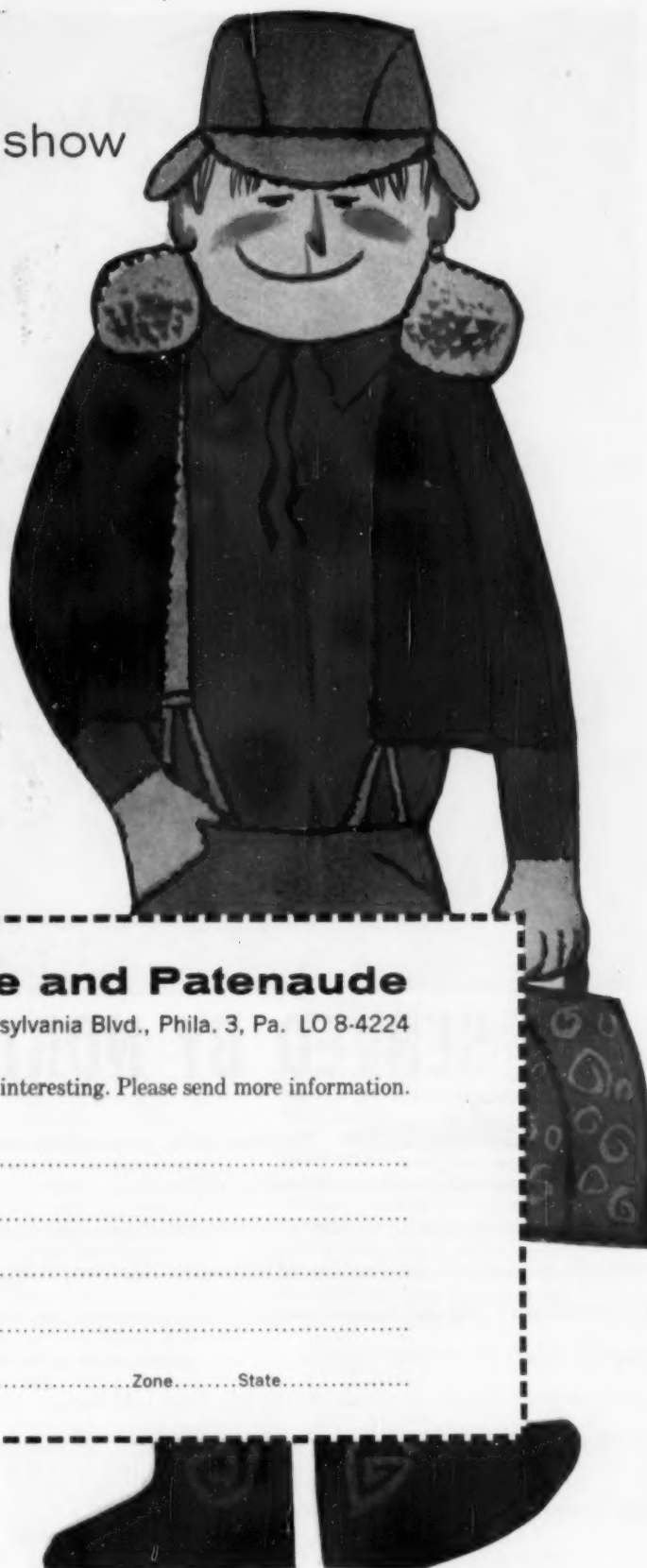


THIS MAN can show
your salesmen
how to sell more!

This is Alfred, leading man in a unique series of six colorful, new, sound filmstrips on salesmanship, entitled "Two Hundred On Alfred." Sales managers and training directors who have seen "Alfred" say: "... it's the best film series on salesmanship we've ever seen!"

Now, "Alfred" is available to *you* ... to spark your sales training program ... to put new life into your sales meetings ... to refresh experienced salesmen ... and to indoctrinate new salesmen.

More information? Send this coupon *today* for more details.



Mail to **Close and Patenaude**

1617 Pennsylvania Blvd., Phila. 3, Pa. LO 8-4224

"Two Hundred On Alfred" sounds interesting. Please send more information.

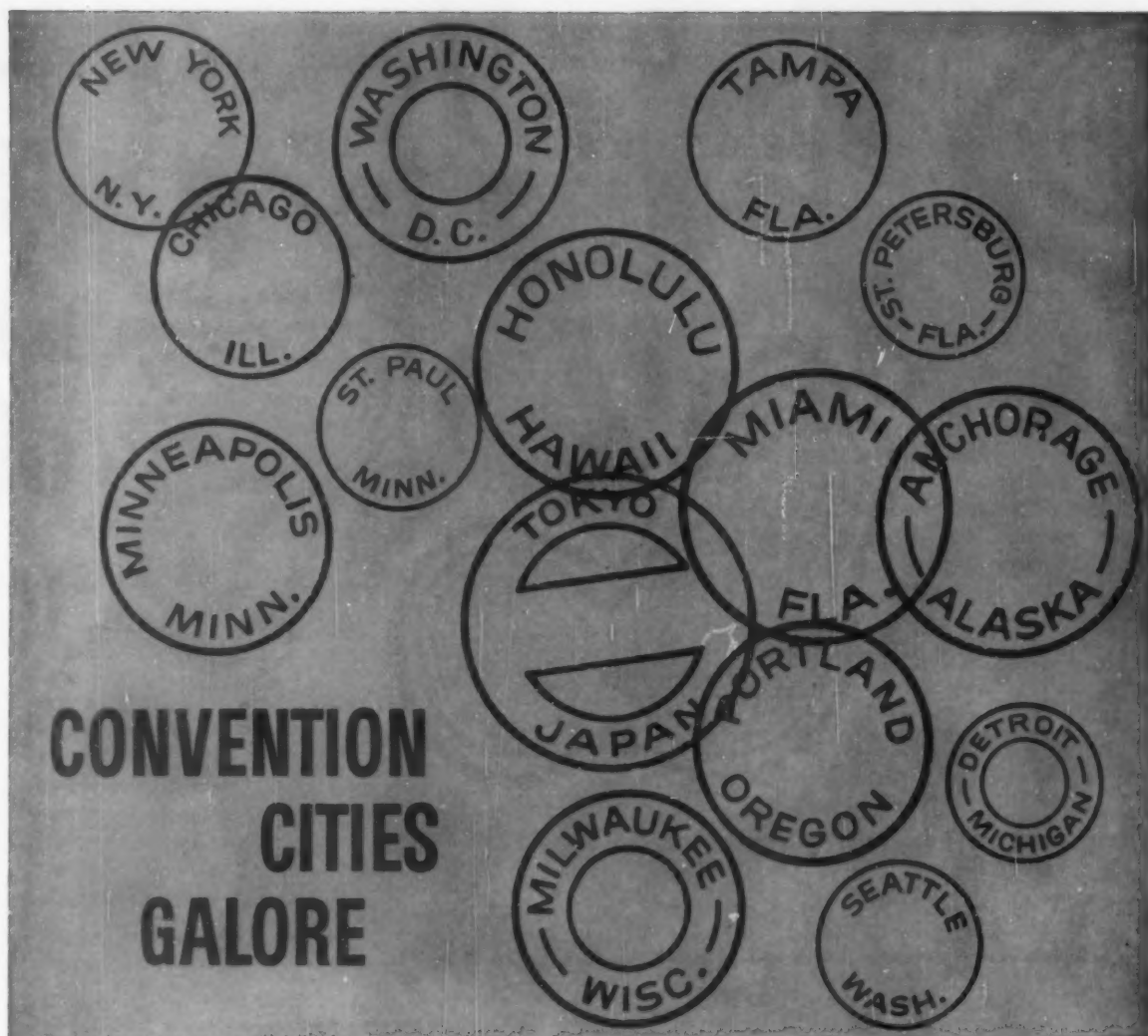
Name.....

Title.....

Company.....

Street.....

City..... Zone..... State.....



ALL SERVED BY NORTHWEST



The mark of a great convention or sales meeting is its location. And what could be more exciting than a convention in Hawaii . . . Tokyo . . . Florida . . . or Alaska?* Northwest Orient Airlines flies to all of these wonderful convention spots—plus many more. A convention in Northwest's Territory will be sure to boost your attendance and please every delegate. They'll have more fun flying there, too. On Northwest's Imperial Service, delightful surprises speed the hours: champagne . . . hors d'oeuvres . . . filet mignon. When you're planning your next convention, plan to have it in Northwest's Territory. Call your travel agent or write Northwest Orient Airlines, St. Paul 1, Minnesota for information concerning air transportation, hotels and convention facilities.

THE AIRLINE OF IMPERIAL SERVICE

**They make wonderful sales incentives, too!*



NORTHWEST
Orient **AIRLINES**

SALES MEETINGS/Part II SALES MANAGEMENT

What World's Fair Planners Say

search for top man

That was a splendid editorial in the Sept. 18 issue ("Tip for World's Fair Planners").

We honestly feel in the New York World's Fair 1964 Corp. that in addition to the leadership and business competence of the men already on our board and included in our corporate membership we have not overlooked the special exposition skills you have referred to. For example, the architectural firm of Owens, Skidmore & Merrill, I think, you will concede is not an amateur outfit; nor for that matter is the the artistic genius like Douglas Leigh to be passed over lightly.

But the real answer to your point is that the very reason the board of directors of the Fair Corporation vested the offices of chairman and president in one person at this stage of the game was to enable us to have a top title to offer a professional fair director for whom we are now searching.

Thomas J. Deegan
Thomas J. Deegan Co., Inc.
New York City

California's strong bid

Want to compliment you for your excellent editorial in the Sept. issue ("Tip for World's Fair Planners"). However, we were disappointed that you did not include the California World's Fair as a major contender for a category-one exposition in 1963 or '64.

California has had a long head start in the attempt to acquire a world's fair for Los Angeles. A non-profit corporation was formed on May 18, 1958, and resolutions from City Council and Board of Supervisors recognizing the fair and the corporation followed 30 days later. Two years' preparation preceded the formation of California World's Fair, Inc.

Those who have created this fair have made a thorough study of fairs of the past and the multitude of factors which would contribute to the success of a future fair. It is the feeling that a world's fair in California and Los Angeles is economically feasible because of temperate all-year climate and more than ample accommodations for

visiting throngs available and planned for this area.

The California Legislature passed a resolution this year without a dissenting vote. This is interesting because of a preponderance of legislators being from the northern part of the state. This indicated that San Francisco ruled itself out as a possible bidder. The City and County of San Francisco have also adopted the fair to be held in Los Angeles through its own resolutions. Resolutions endorsing this international exposition have been pouring in from all parts of the state, from cities, counties, labor councils and chambers of commerce for the past year.

Leaders of business, industry, labor, religion and science have agreed to serve on a board of directors, comprised of 200 members specified by the articles of CWF, Inc. The Los Angeles City Council passed another resolution calling for the appointment of a Mayor's five-man committee and the Board of Supervisors has selected its 10-man committee. This body of 15 men is now actively serving a steering committee to the World's Fair. The pre-organization committee of which I am a member has been functioning for the past year and a half and has assisted in press and public relations.

A World Trade Center Authority was authorized through legislation in 1951 to establish a trade and industrial fair center for the area. It is this commission about to be formed on the state level which will operate a permanent World Trade Center after the world's fair has completed its run. All permanent buildings and profits from the world's fair will be turned over to the Authority. This will provide industries from California and other states to compete on the world market with a trade and industrial showcase to rival the successful European and Japanese trade fairs.

We hope that your journal being the most important publication in the field will recognize the efforts of such people as California's ex-Lieutenant Governor Harold J. Powers, president of California World's Fair, Inc., and the hundreds more who have worked and



I'VE
SEEN
THEM
ALL...

... but never anything—any place—like The New Marrakesh for its Premiere Season opening in January, 1960!

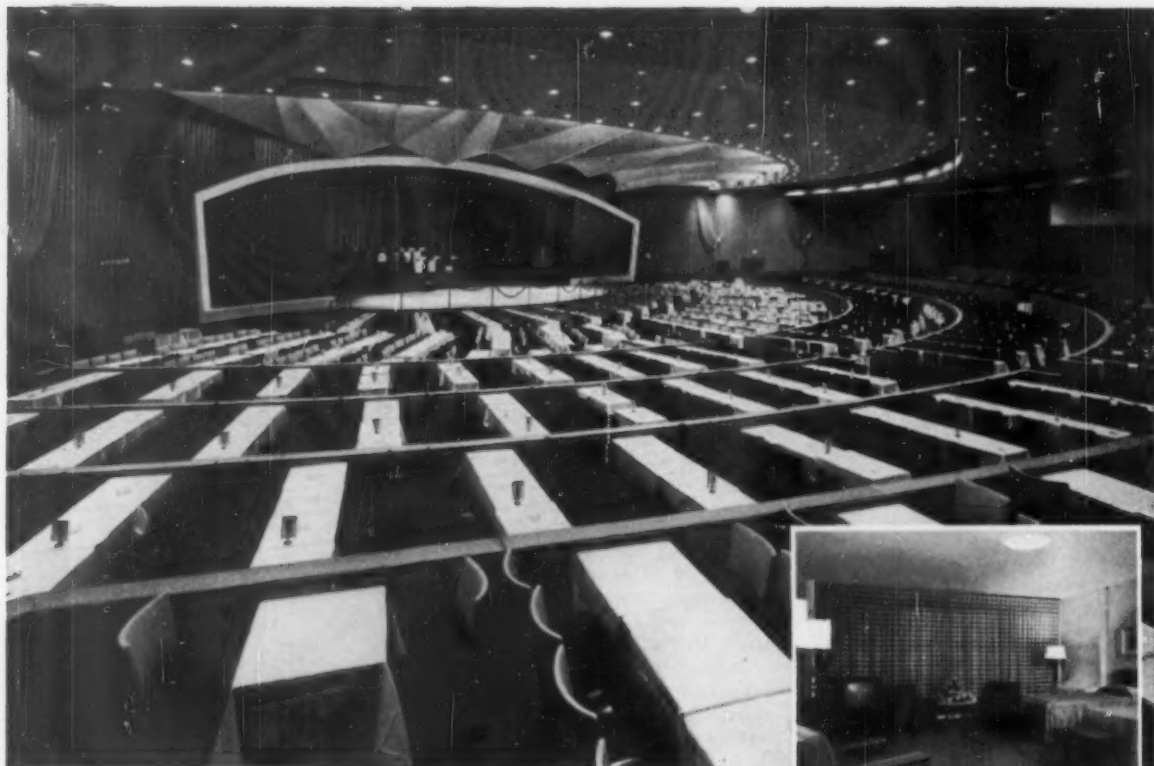
The Marrakesh is new! exciting! striking! refreshingly different! In an exotic foreign land, built on a picturesque hillside of natural coral that slopes to the edge of Jamaica's blue Caribbean Sea. Breathtaking in architecture, decor, and furnishings. Guest rooms without equal! Each includes a step-down sitting room, a huge terrace and a magnificent sunken Grecian Bath.

Perfect for groups up to 500, and with exciting native entertainment, free-port shopping, fabulous water sports, the Marrakesh is a Sales Incentive Prize without equal!

For information, write, wire or phone collect:
Jack M. Stone, Director of Sales
Shelborne Hotel Miami Beach, Fla.
JEfferson 1-1271

The NEW
MARRAKESH
HOTEL Completely Air-Conditioned

Ocho Rios Shore, Jamaica, W.I.
A RESORTS INTERNATIONAL HOTEL
In Miami Beach, The Shelborne
Atop Lookout Mt., Castle In The Clouds



INTRODUCING AMERICA'S LARGEST HOTEL EXHIBITION FACILITIES

Here are over 41,550 square feet of unobstructed air conditioned floor space...an oversize elevated stage, 60' by 60', for display of vehicles, heavy equipment and product shows... at the famous Concord Hotel, where you get more work done while you have more fun!

Here, too, your convention or meeting can also benefit from the Concord's "drive-in" exhibition space—exceeding 79,500 square feet on one level, with unlimited floor load.

All exhibit areas, exhibition halls and staging facilities are yours at no extra charge when your meeting is at the Concord Hotel. There are over 25 air-conditioned private meeting and exhibit rooms accommodating 10 to 3,000 persons...dining room facilities for 2800 persons... over 1000 twin bedrooms.

Additional advantages of this American Plan hotel include:

- Golf on two courses
- Health clubs for men and women
- Three orchestras
- All star entertainment
- Four private dining rooms... conventioners dine together, to discuss and fraternize
- 90 minutes from New York City
- Nearby airport
- Indoor and outdoor pools
- Year-round ice skating
- All-weather sun bathing
- 1000 bedrooms
- 75 executive suites
- Modern shops
- Open all year round
- Every facility to keep your men (and their wives) on the spot, available for meetings

Yes, the Concord has the facilities and the manpower to help make your convention the greatest ever. We've had hundreds of the biggest and best—and they come back year after



THE ULTIMATE IN COMFORT. Deluxe air-conditioned master suites, each with TV and two bathrooms, add pleasure and relaxation to your convention.

year. Here are just a few of our recent clients:

Air National Guard • Gulf Oil • Allstate Insurance • Motorola TV • American Road Builders Assn. • DeJur-Amsco Corp. • Philco TV • Metropolitan Life Insurance Co. • National Lead Co. • Ford • Mutual of Omaha • Westinghouse Electric Corp. • National Theatre Owners Assn. • N.Y.S. Kiwanis • N.Y.S. Wholesale Liquor Assn.

For more information and new, illustrated Convention Booklet, call, wire or write, Dept. S

CONCORD
HOTEL KIAMESHA LAKE, N.Y.

RAY PARKER, General Manager
Jay Cohan, Convention Sales Manager

New York City Convention Office,
41 East 42nd St. • YUkon 6-5910
or Call Monticello 1140

LETTERS

continued

contributed to create a world's fair for California. As you pointed out, this fair business is not a job for amateurs particularly in a fair of the magnitude planned for this state. We assure you that if California and Los Angeles are designated, every attempt will be made to do just what you indicate — employ the best specialists that it is possible to obtain.

Fred E. Vanderhurst
Fred B. Vanderhurst Advertising
Los Angeles 28, Calif.

► Unfortunately for all the people who worked hard to plan a world's fair in Los Angeles (and in other cities), only one city could get the nod. New York City won the "fair derby."

motors in Moscow

I've just finished reading your Moscow exhibit story ("We Goof but Score in Moscow").

In my humble opinion, it is the best job of exhibit reporting I have ever seen. The factual portion of your report goes much deeper than my own brief stay in Moscow permitted, but the opinions and reactions expressed certainly parallel my own.

I don't know whether you noticed a row of six or eight outboard motors displayed in the open air close to a pathway. There was no explanatory sign whatever. I asked my 22-year-old guide what they were. She looked them over, hesitated and said: "Some kind of projectors?"

Leslie Levi

President

Ivel Construction Corp.
Brooklyn 32, N. Y.

source of tricks

Regarding the meeting I ran for Blume Knitwear, as reported in your Sept. 18 issue ("It's a Small Meeting—But Seems Big"), a number of people have asked me where I get all the tricky gimmicks I use at these affairs.

While most of the ones I use are my own ideas, a good source for stock items of this kind is: Tannen's Magic Shop, 120 West 42nd St., New York City.

I enjoyed seeing the story in your fine magazine, and I hope it proves helpful to your readers.

John H. Wolfe

John H. Wolfe Company
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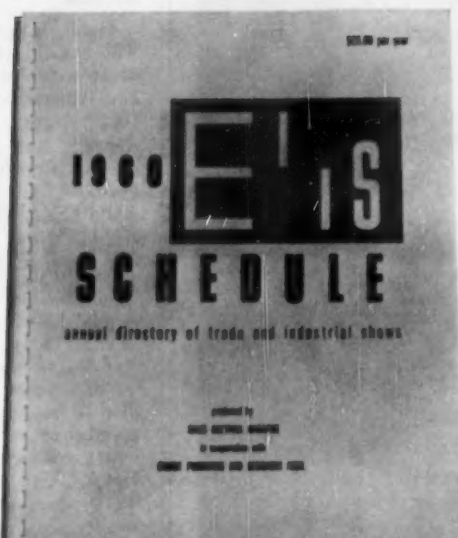
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-SM- FACILITIES ROUNDUP

BOSTON

Hotel Corporation of America will expand its hotel chain with construction of three New England Charterhouses in Cambridge (161 rooms), Lynn, Mass. (70 rooms), and Portland, Me. (80 rooms). Construction in Lynn and Portland is already underway, while Cambridge is scheduled for early this year. Charterhouse function room in each will hold 350, 200 and 150 people respectively.

MEMPHIS

Construction began last month on new Chisa Plaza Hotel scheduled to be completed in fall. New seven-story structure (three to be below ground) is to adjoin present Hotel Chisca. Addition will raise total rooms to 600. Plans include sun terrace, year-around swim pool and ballroom (capacity 1,200).

ST. DAVIDS, PA.

New Treadway Inn offers banquet and convention facilities near Philadelphia. Single, double, adjoining or suite accommodations are available. Dining room can seat 165 guests, plus 80 more in coffee shop. Ballroom will hold 600 for meetings, 450 for banquets and 375 for dinner-dances.

PITTSBURGH

New 800-room Pittsburgh Hilton Hotel offers largest hotel ballroom (capacity 2,500) facility. Ballroom can be sub-divided into smaller conference units by sliding walls.

MILWAUKEE

Renovation of Pfister Hotel revamped seventh floor to modernize convention facilities.

SEATTLE

Plans for a \$250,000 improvement program at Olympia Western Hotel were approved by University of Washington Board of Regents. Main feature planned is a specialty restaurant to seat 250.

MOBILE, ALA.

Admiral Semmes Hotel broke ground last fall for new motor hotel across the street from its present location. Four-story structure will include 110 guest rooms and suites, swim pool, cocktail lounge and dining facilities.

KINGSTON, JAMAICA

New 200-room Sheraton Jamaica (with convention halls, night club, swim pool, coffee shop) will be open in time for 1960-61 winter tourist season. Construction began last month.

SPRINGFIELD, ILL.

Plans to enlarge ballroom at Hotel St. Nicholas have been announced by O. P. Greathouse. Renovation will mean 1,000 people may be handled at food functions and 1,500 at meetings. When full capacity is not needed, room may be divided into three separate units by sliding doors. Kitchen facilities have also been expanded in anticipation of increased number of people. Ballroom is scheduled for completion by September.

CHICAGO

O'Hare Inn in O'Hare International Airport area, northwest of Chicago, is scheduled for completion in June. Facilities are to include convention hall (capacity 1,000), swim pools, indoor ice skating rink and 200 motel units. Plans also call for shops plus combination cocktail lounge, dining room and coffee shop.

New Oxford House Motor Hotel, 14 story-structure with 200 rooms, is scheduled to open this month. Features of Oxford House will include meeting and banquet rooms, free parking, air-conditioning and split-level restaurant. A rooftop pool is also planned.

OAKLAND, CAL.

Sheraton Corp. of America broke ground this past Fall for a \$6-million, 300-room luxury hotel. Eight-story hotel will have banquet facilities for 500, a specialty restaurant, Minute Chef and coffee shop.

WANT TIPS
ON HOW TO PICK
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See page 64.



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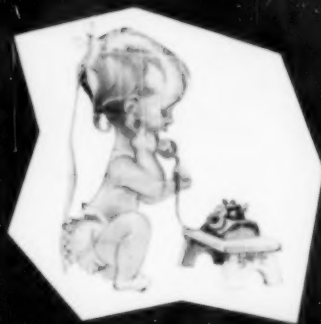
In selling 36 million rushing travelers the idea of calling home by long distance telephone or informing a group of engineers of the latest developments in building chemical processing plants, we penetrate to the heart of the selling problem to come up with a *selling presentation*.

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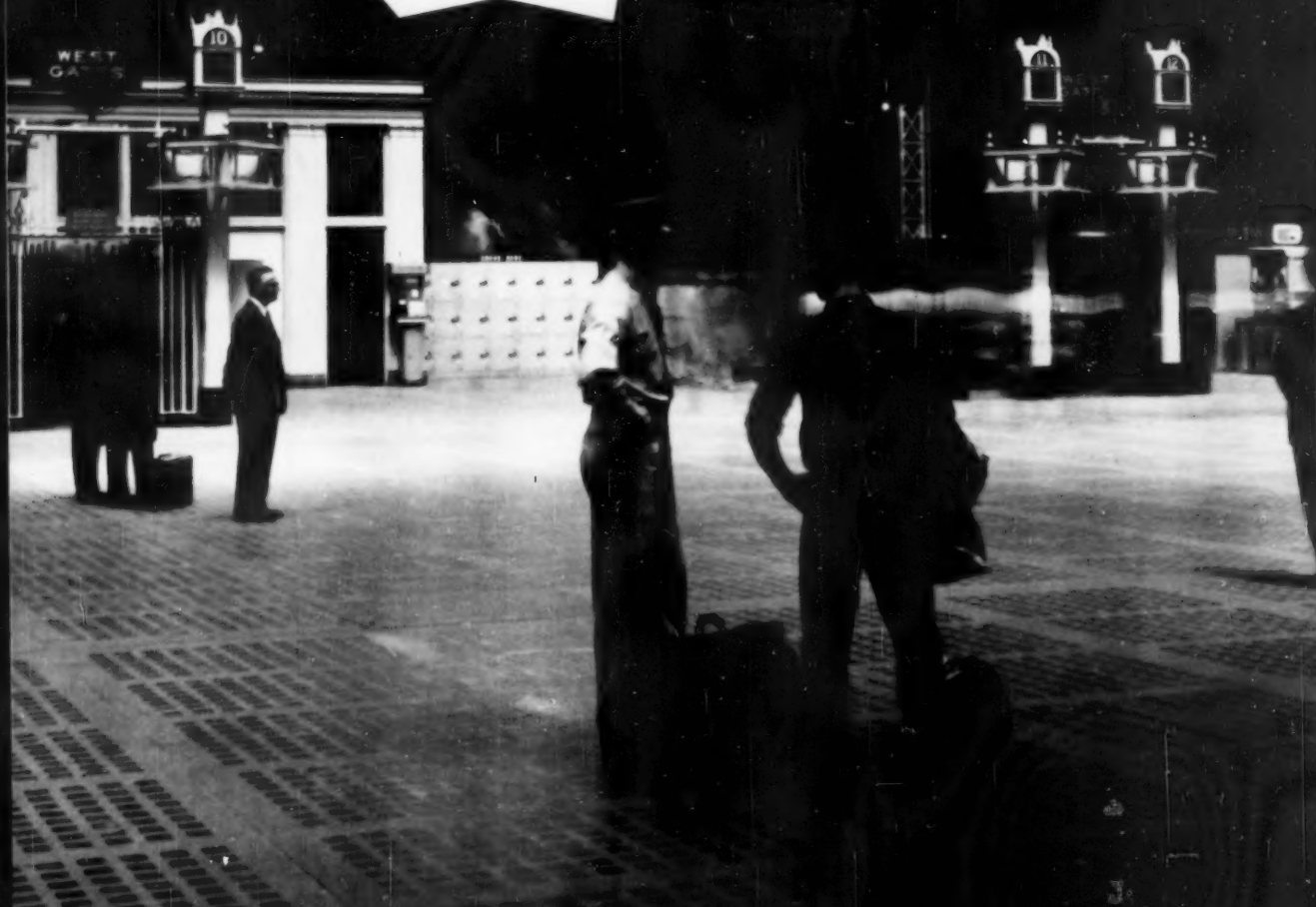
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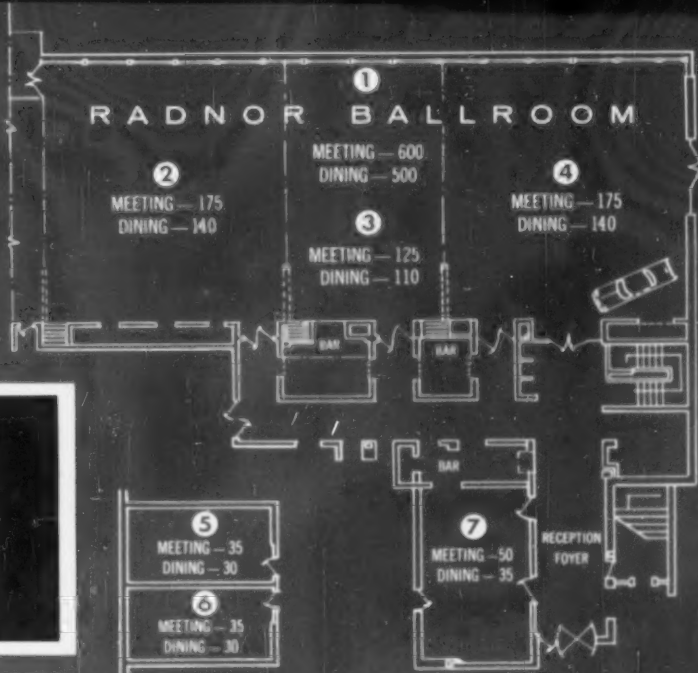


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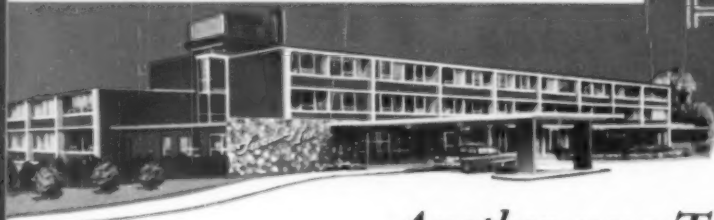
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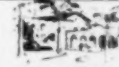
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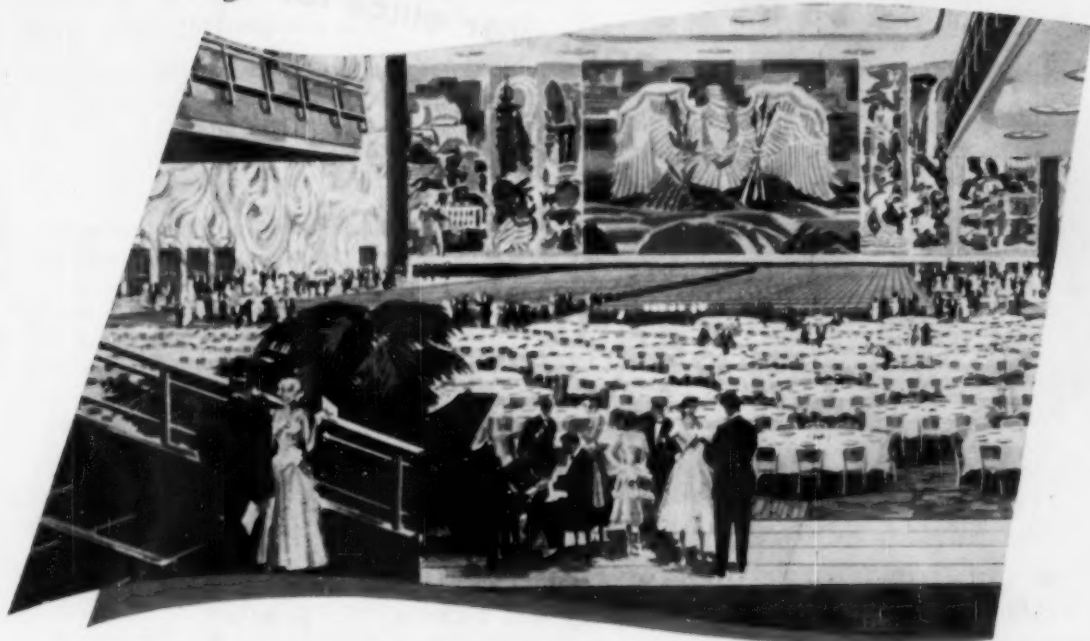
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World's fair talk is heard in Toronto. Possibility of 1967 fair to mark centennial of Canada's founding is being discussed. Probable site, if fair is staged, is grounds of Canadian National Exhibition.

Century 21 Exposition, slated for 1961, has been postponed until Spring 1962. U. S. Government has appropriated \$9 million to put on scientific exhibition at the fair in Seattle.

National Office Management Assn. plans "continuous and concurrent technical sessions" at its 41st International Conference and Annual Exposition. Scheduled for Montreal, May 22-27, convention program group for the first time will have technical sessions that are concurrent and continuous.

Plymouth cars were introduced to dealers with stage show that used new technique for industrial theater. All songs by live cast were taped in advance of show. During show, no microphones were necessary. Tape was played through sound system and cast simply sang along with recording. Live orchestra played, too, as taped music came through. Music Corp. of America, producer, had everything synchronized so audience never knew.

National Housewares Exhibit just closed in Chicago. It had 731 exhibitors. Demand for space in the show was greatest in the 20-year history of the event, according to Dolph Apfel, show manager. "At no time in the past," he reports, "have so many housewares manufacturers requested exhibit space for either a January or July show. There also was an increase in requests by veteran exhibitors for additional display space."

Exhibit Producers and Designers Assn. unanimously elected Harold Averick, president. Averick heads Design Built Studios, Long Island City, N. Y. He succeeds Harvey G. Stief, president, Harvey G. Stief, Inc., Cleveland.

More than 61,600 sq. ft. of booths are laid out for exhibits of industrial material handling and industrial packaging products in The Material Handling Institute Central States Show. Event is slated for Kentucky Fair and Exposition Center, Louisville, Nov. 8-10. Institute's New England show is scheduled for Commonwealth Armory, Boston, June 6-8. Institute has four regional shows slated during 1960 and 1961.

Joint Conference on Medical Conventions will be held in Atlantic City, Chalfonte-Haddon Hall, Jan. 20-22. Officers of medical associations and managers of medical shows will discuss ways to make their events more effective as post-graduate education for physicians.

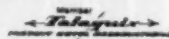
Investment in industrial motion pictures during 1960 will reach \$150 million, according to Wilding Inc., Chicago, producer of industrial films. Jack Rheinstrom, vice-president in charge of sales for Wilding, estimates U. S. business will double film investments during 60's.

Proposed salary of \$100,000 a year will go to man picked



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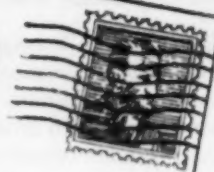
a note from Las Vegas

Dear Pete—

I don't want to rub it in, BUT....
while you are "sloshing" through rain
and snow- we're in Las Vegas basking
in the sun. Our convention is going
great and will be the most successful
yet. There is no better convention
city in the world than Las Vegas.....
IT'S THE GREATEST!

My Best to all, Joe

P.S. How do you like that follow thru!



Mr. Charter Member
National Headquarters
Anytown, U.S.A



LAS VEGAS CONVENTION CENTER

Desmond Kelly, Manager, Convention Bureau • Convention Center • Paradise Road • Las Vegas, Nev.

to head 1964 World's Fair in New York City. Four-man committee is now scouting for manager.

Space at American Foundrymen's Society Exposition was 75% book with six months to go before show opening. Show is slated for Philadelphia, May 9-13.

International Planning Exposition for executives who arrange conventions is scheduled for Las Vegas, November, 1960. Three-day convention to start Nov. 28. "This first convention will be dedicated to the association executives and will be designed to portray efforts of convention sites and suppliers throughout North America to render better service and offer better facilities to their guests," says Monroe R. Passis, exhibit manager. Theme for show is "Plan Five Years Ahead."

Joseph Rucker, Jr., was named president, National Assn. of Exhibit Managers at its annual meeting in December. Rucker is manager of sales and special events, State Fair of Texas, Dallas.

Ambitious sports show plan for Los Angeles, March 11-20. Showmanship, Inc. will stage International Sports and Vacation Show and use Los Angeles Sports Arena, Memorial Coliseum and Olympic Swim Stadium. Los Angeles Examiner is co-sponsor. Sports Arena with 200,000 sq. ft. of exhibit space will have displays of sporting goods plus exhibits from states and foreign countries. Memorial Coliseum with 350,000 sq. ft. of space will house boats, trailers and outdoor equipment. Entertainment will be featured in Olympic Swim Stadium.

Second Marine Supplies and Equipment Show is scheduled to coincide with annual meeting of Society of Naval Architects and Marine Engineers. Show is slated for Roosevelt Hotel, New York City, while Society will meet at Waldorf-Astoria. National Associated Marine Suppliers Assn. will meet same time at Roosevelt, Nov. 16-18.

National Packaging Exposition, April 4-7, Atlantic City, was sold out by December. According to American Management Assn., sponsor, this is first time show was filled so early. More than 140,000 sq. ft. of exhibit space — total capacity of Atlantic City's Convention Hall — has been taken.

Strong majority of National Assn. of Furniture Manufacturers' membership who exhibit in Chicago markets favor a nine-day winter market with Friday as starting day. Poll discloses 81% favor cut from 10-day market.

Biggest civilian airlift, sponsored by J. I. Case, Racine, Wis., brought 7,500 dealers and wives to Americana Hotel, Bal Harbour, Fla., starting last month. It took 153 charter flights from 66 departure points in U. S. to bring dealers to incentive meeting. They came in groups of about 1,000, and stayed for five days. More than 20 carloads of Case products were shipped to meeting; more than 100 new models were displayed.

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meeting capacity 1000 ...
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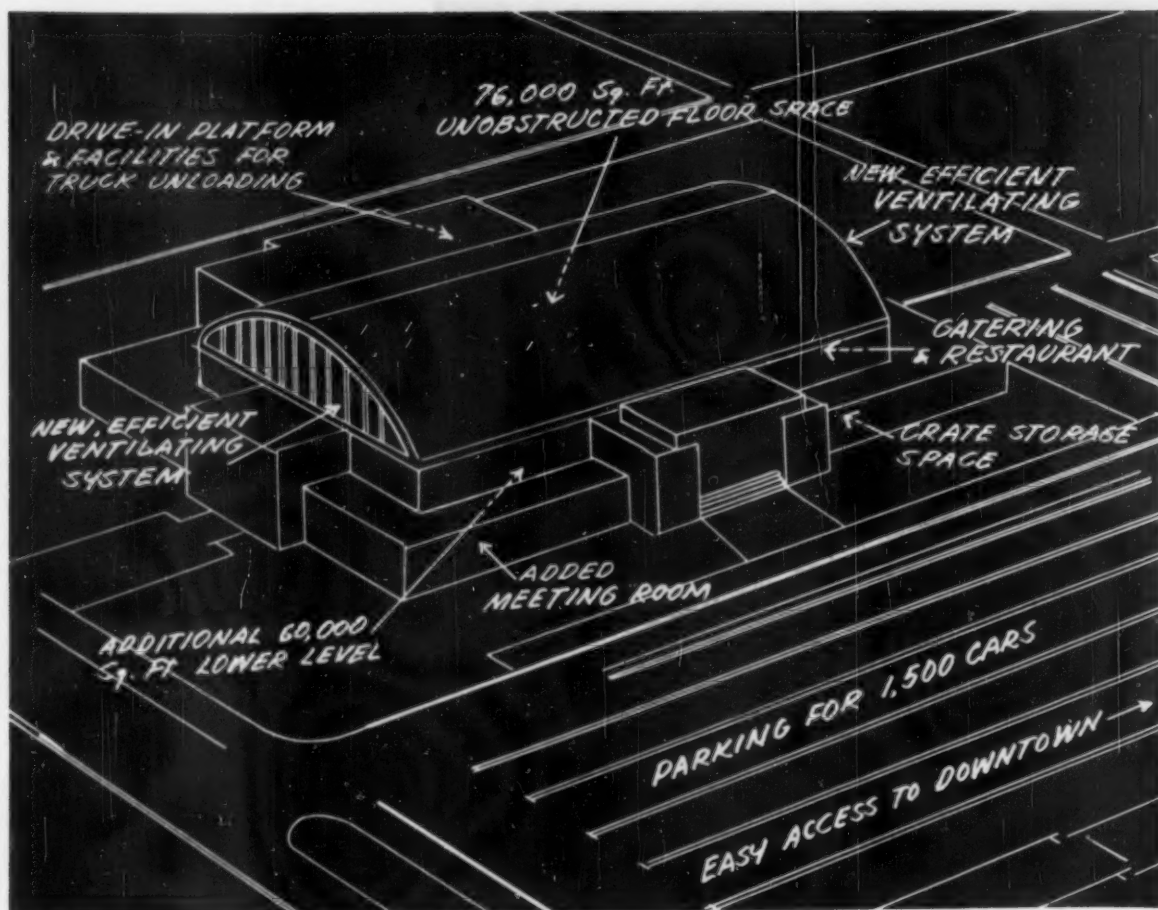
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SALES MEETINGS/Part II SALES MANAGEMENT

AS THE EDITORS SEE IT

Keep Good Records on Your Conventions

Printed programs and other evidence of your convention-going activities are valuable. Save them. Uncle Sam now has some pretty clear-cut ideas on what constitutes a convention expense for tax purposes—and what doesn't. Burden of proof is on you—so save every scrap of notes.

Internal Revenue Service wants to be sure that your going to a convention helps you in a business way. In the words of IRS, you get a deduction only when "your attendance benefits or advances the interests of your own trade, business, or employment, as distinguished from the business of another."

Your being a convention delegate, according to IRS, "does not, in itself, entitle you to the deduction or deprive you of the deduction." In other words, you have to prove business benefit to claim convention expenses as a personal deduction.

When you are reimbursed or given allowances, these must be deducted from your total convention expenses, says IRS. There should be no question about that. However, the next IRS statement could be a problem:

"Incidental personal expenses, such as those incurred for entertaining, sightseeing, social visiting, etc., while at a convention or other business meeting are not deductible."

Here's an example by IRS or what is and what isn't deductible:

"You make a business trip primarily to attend a convention in New York and you can show that your attendance benefits your business interests. During the convention, you also engage in local sightseeing, entertaining, and visiting unrelated to your business. You also take a post-convention trip, the purpose of which is primarily recreational although some incidental sessions are scheduled for lectures, discussions, or exhibitions related to your business interests. Your expenses for the local sightseeing, enter-

taining, and visiting and the entire cost of your post-convention trip are not deductible." So says IRS.

Uncle Sam doesn't consider the average wife a necessity at a convention—at least as far as tax deductibility is concerned. "If your wife accompanies you on a business trip or to a business convention," IRS points out, "the portion of the expenses attributable to her travel, meals, and lodging are not deductible, unless you can establish that her presence was necessary and served a bona fide business purpose."

IRS doesn't say what "necessary" and "bona fide business purposes" are, but it does say what they aren't. "Incidental services such as typing notes, assisting in entertaining customers, etc., are not sufficient to warrant the deductions."

Here's the example of how Uncle Sam looks upon conventioning wives:

"You travel to Chicago on business in your automobile and take your wife with you. No business purpose is served by her presence. You pay \$12 a day for a double room. A single room would have cost \$9 a day. You can deduct your total cost of operating your automobile to and from Chicago, but only \$9 per day for your hotel room. If you traveled by railroad or plane, only your fare would be deductible."

IRS is not singling out convention goers to harass. It is part of tax collector's current campaign to cut down on some hanky panky with expense accounts. Average convention goer in industry should have no problem. There are comparatively few meetings these days that are not serious business events. Where you could have trouble is with a deduction as business expense for a trip to a convention of your fraternal order.

It may be that tax scares will prompt some lax convention planners to put more meat into their programs. If they do, the tax collector can't be all bad.



**HOLD YOUR NEXT GET-TOGETHER IN FABULOUS, FRIVOLOUS
NEW ORLEANS**

For a convention-to-end-all-conventions, your surest bet is saucy New Orleans, Queen of the Mississippi, that boasts the best of everything. One of those bests is The Jung, the South's largest convention hotel. 1100 guest rooms, 10 superb meeting rooms, the famous Charcoal Room and Cocktail Lounge. If you want your next convention to be like you've never had before, schedule it at New Orleans' finest, **THE JUNG**

PLANS GROUP, author Hubbard in center, meets formally once a month. Executives are from sales, marketing, sales training, marketing research and agency. Plans for new meeting started here.



Anatomy of a Meeting

... or what we did now that we've seen the light

It evaporates the ego to ask salesmen—anonously—what they think of your meetings, but it's the first step. Next, make sure that you give men ideas they can use back home. Here are the steps and results of Pillsbury's new approach to meetings.

By J. K. HUBBARD

Director of Marketing, Feed Division, The Pillsbury Company

Do you belong to the "hypnosis cult" of sales-meeting planners? These are the gentlemen who meet immediately after a sales meeting and pat each other on the back and tell each other "what a good meeting it was" and "how the boys ate it up."

Self hypnosis is a nice pleasant way to put your head in the sand. You'll know what I'm talking about when I ask you if you have ever sat through a long, tedious meeting with the theme: "Get out there on the old firing line and sell—all us boys at the home office are behind you." And can't you remember the thrill of seeing the exciting room decorations—from the hotel lectern to the ever-present water pitchers and ash trays?

Every sales meeting will fall flat on its face, in varying degrees, if it doesn't stimulate and fulfill a sales

need. Old "double P" approach—platitudinous preaching—achieves very little except weary posteriors. Reason I write with conviction is because I am a graduate of the old "hypnosis cult" and have seen the light.

Step #1 on a new approach was when we asked ourselves: "Are our meetings going over? Are we giving the field sales force things it needs to meet modern competition? Are we getting our money's worth and are we getting results?" Only answer we got to most of the questions was head-scratching. So we decided to do something pretty basic and sometimes referred to as "ego evaporators." We decided to ask our salesmen what they thought, what they needed, what they wanted. We also decided to ask them to answer, anonymously,

which is even more lethal.

Our first action was to "put life in our meetings." We took a two-year trial crack at sales meeting productions on a regional basis. This involved everything from detailed program scripts, models, costumes—the works! Response was tremendous and we were ready for our first national sales meeting.

One basic objective of the general sales meeting was to give salesmen a forward look into sales planning for the months ahead—to give them an "inside" on what was going to happen and what programs were coming up.

After the meeting, out went our opinion survey. These surveys were then filled out and anonymously mailed to the salesman's plant sales manager. When they were all in, the plant sales

manager forwarded them as a group to the Marketing Department for compilation.

Results shook us up! Although 94% of the salesmen rated the meeting either extremely good or very good, 73% of the men felt that there were not enough specific programs "to take home." So, one of the basic purposes of the meeting—to show the men what our future plans were—did not satisfy a basic sales need. They wanted something N-O-W! We would not have known this if we hadn't asked this question in the questionnaire: "The major weakness of the meeting was" Here is where they told us we didn't have enough specific things.

Because of other answers we received, we knew we had accomplished something:

1. Men commented favorably on presentation method.

2. Large number of men mentioned that they valued the opportunity to associate with other salesmen and company executives.

3. They reported they enjoyed and benefited from outside speakers (our first attempt).

Yet we got a lot of comments which asked for more on our products and research.

All of this gave us a one year lead to prepare for the next general sales meeting and this is how we did it and how we made out:



TRIAL RUN for new ideas was made at regional meeting. Here everything was used from cowboy suits to burrows. Warm-up paved way for national meeting.

About the Author

J. K. Hubbard has hopped, skipped and jumped from teaching school, (Ironwood, Mich.) to marketing feed. His background includes a stint at radio programming and management and four year's service in the Navy. He joined Feed Division, The Pillsbury Co., as farm resale man. He rose through the ranks—territory manager, sales training manager, headquarters supervisor, administrative assistant to vice-president, general sales manager—and is now director of marketing at age 44.

1. **Analysis:** We analyzed the survey in our sales planning meeting. Marketing, sales, advertising, promotion and agency representatives attended. This group meets monthly to review programs and to determine our progress—but, more importantly, to plan and wrap ourselves around marketing problems (often referred to as "opportunities"). We dissected the survey and came up with these conclusions:

- We would retain showmanship aspect in theme and decoration.

- We would have specific programs ready for field use by next meeting.

- We would go heavy on product and research.

- We would use outside speakers, both inspirational and educational.

- We would have professional entertainment to keep men inside and fairly alert for following morning's session.

- We would put heavy emphasis on individual and group recognition.

- We would follow through after the meeting.

2. **Assignments:** Committee members had to come up with proposals for following month's meeting.

3. **Program:** As a result of assignments, following month we approved the program you'll read about later.

4. **Details:** Master check list was prepared so that no detail would be overlooked. These formed the basis for our monthly progress reports.

With multiple unit plants and sales organization national in scope, central location is important. In our first attempt, we had men ride four in a car as far as 700 miles in a two-day trip. This year, we flew in all men who lived over 400 miles from the meeting site. This move actually saved us money and time.

Things we look for in a hotel site are:

1. Central location

2. Modern, large meeting room, adapted to showmanship techniques: good PA system, central light control, stage facilities

3. Ample table space—three to a table, "schoolroom style," with comfortable chairs

4. Good food

5. Modern rooms, reasonably priced

6. Sales-meeting "oriented" hotel personnel (There's nothing more deadly than getting caught where they don't even know what a six-foot extension cord is, much less have one.)

7. Is hotel amenable to wall decorations? (Some hotels shudder at the thought of even putting masking tape on their pretty pink walls.)

What is not important to us is accessibility to bright lights and enter-



RECOGNITION is important to Pillsbury meeting. Here "golden flock" receives golden treatment at start of session.

tainment. We book our own entertainment into the hotel for a night show and figure it saves us money.

Then, most important of all, we have the production crew look at all facilities of the hotel at least 30 days before the meeting to be sure that everything is going to "fit".

Here's how our meeting came off:

Salesmen were sent teaser "Pillsbury County Fair" flyers of the auction type for three weeks before the meeting. When the men arrived, we had a special registration booth set up. It was "manned" by two models who gave the men their lapel identification county fair show ribbon (red). Each man was also given a county fair derby and cane and wad of "bogus bucks." These bucks were to be used for games the next night. Following night we had an auction where premiums and prizes were purchased with the bogus bucks. (Everything from cameras to golf clubs.)

We tried to have everyone arrive between three and five p.m. We set up a buffet, card tables and refreshments so that the boys could meet and mingle the first night.

Now let's look at our objectives and what we did about them:

Pillsbury County Fair theme was carried out throughout the meeting. All plant sales managers and headquarters personnel were decked out in white "roustabout" coveralls and formed the "working crew." We even had a popcorn machine rented for two days (\$18), complete with popcorn and oil. During intermission, popcorn was made and distributed. It was kept in big cardboard buckets on tables. Caliope music, of course, came over the PA system.

A change of pace we found effective was to dispense with the usual MC or meeting leader and the usual method of introductions. All introductions were made offstage over the PA system. Next man or presentation

was back-stage, ready to go on. This eliminated the walk up the aisle, adjustment of mike and drinking of water by the speaker. All people were carefully rehearsed on entrance cues, lighting and timing. In fact, one of the key points in successful staging is a full dress rehearsal the night before.

To get the opening of the meeting down pat, we rehearsed over 90 minutes the night before. As in a sales pitch, opening seconds of a meeting are extremely important. Your men can mentally look forward to the meeting or endure it, based on the first few minutes. (Not all meetings should have this minute treatment, but when you go to the expense of a general sales meeting, you'd better pull out all the stops and play it big.)

Models? Of course. We found that use of models to dress up lighter parts of the program is invaluable. Rates are relatively inexpensive and they can be booked through any



MEETING ROOM decor produces county fair atmosphere right down to "barker type" lectern, complete with roll of tickets.

model or theatrical agency, on an hourly or day basis.

Our boys got what they asked for. Starting a year before, we worked out a list of projects, some of which fell by the wayside. However, by the time the meeting rolled around, we had a list of selling tools (when is someone going to coin a new word for selling tools?) that were completed and ready for use immediately. Each one answered a specific sales need.

There is always a thirst for more product knowledge and, if this can be presented in an interesting manner, it pays off in better informed salesmen. We did this by having the nutrition director, with color slides, show our research farm progress in the past year and also what was done to prove product superiority through testing. As a result of research, we were able to announce a new concept in our industry—a new method and program proven by research. Combined with this announcement was the simultaneous appearance of double-page ads in farm media. To add final authenticity and sales push, we had one of the nation's top poultry nutritionists appear on the program and endorse the new concept of blending feeds to different climates. This marketing mix of research, new programs, outside endorsement and timely advertising release was the kind of timing that comes through planning.

Outside speakers—here is a real meeting booster! New faces, new ideas, new stories! At the right time, an outside speaker can add real zest to the program. I divide outside speakers into three categories:

1. The expert who is a recognized

leader or authority in the industry and whose name is a by-word to your salesmen.

2. The inspirational speaker who gives the men the ABC's of selling in a fresh, original, inspiring way.

3. The humorist who appears just to brighten things up.

All three of these have a place in a big meeting. How many you have depends upon your budget but, if I were to pick the most important, I would have to give the nod to the outside expert. He'll give your men more stuff to take back to their customers and prospects. There are some who combine elements of all three but they are rare. We had them all at our meeting.

Professional entertainment goes over big at our sales meetings and it gives you control of the nighttime. We scheduled a two-hour show for the night of the first day's meeting, with heavy emphasis on humor. A note of warning to the guy who has charge of this: Go easy on the vocalists. When a magician or humorist finishes his act, there's little more he can do but bow. A singer can sing and sing and sing and sing—and some of them do! With the right balance of entertainment, good food and your catering to the men's refreshment whims, you'll hold your men pretty close to the hotel.

Recognition makes salesmen really sit up and take notice. We put the spotlight on individuals and groups this way:

• For top 10 tonnage men: blue show ribbons instead of red, with



BILL POSTERS are mailed to announce Pillsbury County Fair (sales meeting).

TOP TEN stamped in gold.

• For outstanding plant group that showed greatest increase in poultry feed sales over previous year: an annual award known as Golden Flock. We gave gold rosettes, gold derbies and gold canes, presented by a model in the early stages of the meeting. An impromptu smaker on the cheek of each of the men by the model added a nice wallop!

• Outstanding tonnage men in each feed category conducted seminars on their successes and failures, followed by bull sessions. These were conducted in small groups and we rotated instructors.

• High point in top corporate recognition came when president of The Pillsbury Company, Paul Gerot, announced the President's Roll of Honor. As the presentation opened, the president told of the high standards and qualifications, and a spotlight played back and forth on five velvet-draped easels. As the president finished the background of each man, not mentioning his name, the sales manager lifted the velvet from the easel and there was an original oil portrait of the winner. (Portraits were painted from studio photographs which were obtained from the men on the basis that the pictures were needed for a house organ article in Pillsbury People.) These portraits were an effective recognition award.

Here is the payoff! Best planned meeting is an almost total loss if a rigorous program of follow-through is not instituted **before** the meeting.

We issued a special sales meeting insert in the following month's house

(continued on page 161)



PILLSBURY SIDE SHOW actually is an entrance to dining room.

ANY TIME IS CONVENTION TIME IN CUBA!

Blessed with spectacularly good weather the year 'round, a wide choice of magnificent settings in which to enjoy it, and a feeling of warm hospitality toward visitors, Cuba offers any organization an incomparable group meeting opportunity.

Accommodations and meeting facilities of Havana and Varadero are unsurpassed—a fact amply demonstrated by the smooth, confusion-free meetings and entertainment enjoyed by more than 2100 members of The American Society of Travel Agents at the recent 29th World Travel Congress in Havana. There are more than 3000 luxury and first-class hotel rooms available in the capital; meeting halls for as many as 5000 persons are available, and delightful attractions like Varadero Beach are accessible by excellent highways or air.

Before you plan your organization's next group meeting, why not get all the facts about the *real* Cuba? You'll discover, just as members of ASTA did, that Cuba really is the hemisphere's greatest group meeting isle — the spot that has everything it takes to make a meeting outstandingly successful!

Complete information about accommodations, cooperation, interesting side trips and carriers serving Cuba will be supplied immediately upon request, of course. Write to

CUBAN TOURIST COMMISSION

336 E. Flagler Street, Miami

VARADERO...



AND THE GOOD LIFE IN CUBA

If Cuba could be said to have one predominant art, it would have to be the art of living. Here leisure time is something to be enjoyed to its fullest measure, and is, preferably, to be shared...so the gracious Cuban life revolves around sun, sea, family and friendship.

And the gathering place may be Varadero...a spacious expanse of talcum-soft sand gently sloping into a multi-hued sea and dotted with thatched-roof "sombrajes"...or it may be some other sunwarm spot, for Cuba's beaches stretch, palm-lined, in graceful white sweeps along hundreds of miles of coast.

The island's wonderful weather, its facilities for fun and relaxation, its natural beauty—all that tourists travel to enjoy—are appreciated just as much by the Cubans themselves!

Every day new highways reach farther...into every corner of the island...paving the way to more beaches and marinas, spas and mountain resorts. The new government development program is providing even fuller enjoyment of all the many charms of Cuba, and Cubans as well as tourists are taking advantage of it.

The roads along the coast hum with cars; beaches sparkle with colorful striped umbrellas; and the blue sea is patterned with sails of all sizes as the many yacht clubs hold their annual events. Havana is the scene each year of the famous International Regatta, and the St. Petersburg-Havana races...and in Varadero's delightful pleasure port, visiting yachts, whether sail or power, meet with exceptional hospitality, for Cubans are enthusiastic sailors and friendly hosts.

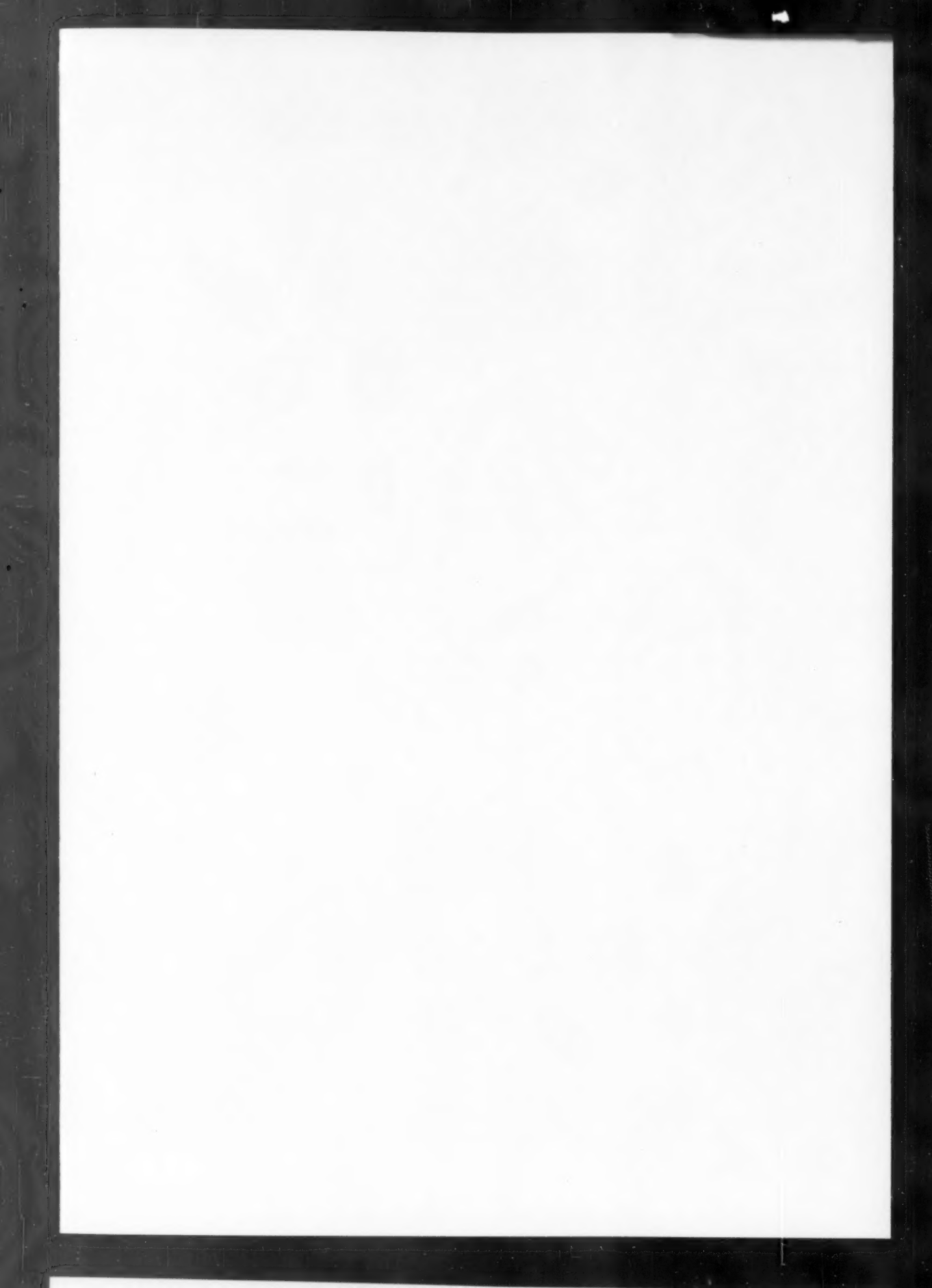
This, then, is the good life—and, to a Cuban, as well as to so many perennial visitors, this is surely the best life of all, in the best place of all...the beautiful island of Cuba!

Discover the real Cuba for yourself...you'll love the difference!
Ask your Travel Agent.

CUBAN TOURIST COMMISSION
PROMENADE, ROCKEFELLER CENTER, NEW YORK CITY
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PHOTOGRAPHY BY RUDI RADA





TEST CALL with prototype trailer sets pattern for "Let's Get Rolling" program. Here Bill James, right, owner of Peninsula Building Specialty Co., Hampton, Va., discusses ideas shown with Sam Noel, left, representative for distributor J. J. Haines & Co., Norfolk, and Ed Epperson, Peninsula salesman.



Armstrong Takes to Road in Big Way

Fleet of 22 exhibit trailers to visit 20,000 retail flooring dealers all over America. Company invests \$750,000 after test trailer proves its worth. New 50-foot trailers to show dealers how products can be sold better. Distributors to man trailers.

Armstrong Cork Co. thinks (a-quarter-million-dollars) big to stage "special treat" as part of its 1960 centen-

nial advertising program. It is to be largest program ever planned in the "floor" industry.

To begin a second century of business, 22 "mobile showcases" will drive to doorsteps of Armstrong dealers



FLEET ready for "launching." Distributor's name appears on sides of trailer that operates in his territory.

Part of Investment in Future

Company philosophy from which grows ideas such as fleet of exhibit trailers (and \$750,000 investment) is expressed by J. H. Binns, general sales manager.

"Advance investment in the future," says Binns, "is necessary at every level in the flooring industry. We can't be content with merely following a trend. On the contrary, we are committed to creating those conditions of growth which, in themselves, will establish the trend."

Armstrong aids its wholesalers to aid their retailers. Obligations of wholesale distributors are important, Binns points out, "to provide the kind of investment in dealer development that will insure our having effective sales representation on the consumer front."

At final session of two-day meeting where distributors were shown exhibit trailers, Binns said: "We are committed to maintaining an average of our 1959 rate of growth throughout the decade of the Sixties." Fleet of exhibit trailers is one bold step in this direction.

with company's latest vinyl floor line. The 1960 extravaganza is to visit some 20,000 retail dealers.

► Purpose of these 50-foot tractor-trailers is to show ideas on how Armstrong products can be sold better. Each trailer is sparkling white, with orange and aqua trim on the exterior. Specially mounted generators behind tractor-cab powers air-conditioning, heat and light inside.

Trailer furnishings include generous use of Armstrong products. Armstrong Vinyl Corlon is on the floor. Ceiling is made of company's "Cushiontone" acoustic material. Walls, floor and roof are lined with fiberglass insulation, also an Armstrong product.

Gardner, Robinson, Stierman & Weis, Inc., Pittsburgh, are the interior creators of the 22 mobile units. Total cost for each tractor-trailer and exhibit is approximately \$12,000.

► Theme of these "moving billboards" is "Displays attract: Displays sell." Product arrangements in trailers to promote dealer sales can be duplicated at low cost by retailers. Complete plans for an "ideal floor store" is also included.

Special section within van concerns business management: inventory control, financial management, consumer credit, job control and other administrative phases important to retailers are offered.

Forward end of trailer is a library (complete with publications) of merchandising ideas. Films on marketing,

advertising and credit can be projected on pull-down screen. Trailer lounge provides coffee-maker and seating for viewers.

Armstrong built test trailer before going into full production. In Norfolk, Va., dealers were invited to tour test trailer just as it was to be presented in 1960.

Color motion picture was filmed of Norfolk dealers who visited prototype exhibit. Clients were photographed examining each display. Copies of this film, entitled "Let's Get Rolling," will accompany each trailer in 1960 to be used as a separate promotion.

Daily sales of Armstrong wholesalers increased fivefold in the two-week exposure in the trial area. After visit to trial trailer, three dealers announced plans to remodel their stores. Twenty-nine merchants revealed they intended to incorporate sample displays in their own store layouts.

Forty-page manual for Armstrong wholesalers describes how "mobile showcase" is operated. Text also includes full explanation of each exhibit to help sell display ideas to dealers.

Wholesaler is to provide driver to bring over-the-road exhibit to his area. In turn, each dealer will show exhibit to his clients. After a specified time, it is to move on. Armstrong will assume all transportation costs involved in its cross-country promotion.



ARMSTRONG EXECUTIVES announce new vinyl floor advertising campaign in telephone conferences to men in Armstrong Cork Company's 21 District Offices. Company amplifier at each location beams news of "advertacular" from Home Office, in Lancaster, Pa. Purpose of coast-to-coast hookup is to talk over vinyl floors as a sales maker. General Manager J. H. Binns (second from left) later comments that to informally discuss a program of this scope is more effective than written communications.



LEVERENZ "CRIMINALS" plead not guilty to sales charges before "Judge" Esch.

Murderers (of sales) Stand Trial

Salesmen subpoenaed to sales meeting by local police chief to face charges of murdering buyers, killing time, hit and run selling, strangling facts and drowning sorrows. All paroled to wives.

By GEORGE A. FRIEDLEY
Assistant Sales Manager, Leverenz Shoe Company

Authentic subpoenas, wailing sirens, courtroom scenes, "wanted" posters, paroles, and nicknames — reminiscent of the Dillinger era — characterized the unusual approach of Leverenz Shoe Company to its annual sales conference. Leverenz salesmen from all parts of the country converged upon Sheboygan, Wis. (home-office city), the week before Labor Day. They had received a subpoena, signed by the local chief of police. It commanded them to appear on suspicion of murder (of a sale).

An informal gathering was held Monday evening at the residence of Carl H. Esch, secretary-treasurer of the firm. Here a prize was awarded for the salesman most appropriately dressed as a hoodlum. Conference got into full swing Tuesday morning with a mass arrest by Calumet Keystone Cops in the dining room of Hotel Foeste. Subsequently, the men were presented with black and white striped prison shirts (which they wore for the remainder of the week) and were then hustled into a truck for the trip to the meeting room at the factory.

There, amid courtroom surroundings, Judge Carl H. Esch called on

the prosecuting attorney, Robert McCord, president, Sheboygan Chamber of Commerce, for a word of welcome and his presentation of the case. Testimony of witnesses showed that management, production and sales were all guilty of murder (of sales) during the past year in one way or another, that this guilt would be established during the remainder of the week and, further, that constructive ideas would be advanced to help all departments avoid future mass murders of sales.

► Murdering buyers, killing time, hit and run selling, strangling facts, and drowning sorrows were crimes discussed at sessions with group participation encouraged wherever possible. Top management as well as salesmen participated in these daily sessions.

Personal interviews with top production personnel, interspersed with other portions of the program, gave salesmen new insight into production problems and likewise provided the production department with valuable information from opinions and experience of salesmen. Tours of three Leverenz factories in Sheboygan, New

Holstein, and Valders were conducted during the course of the week so that the factory people could become better acquainted with salesmen and vice versa.

One of the highlights of the week's activities was the joint dinner meeting of management, salesmen and supervisory personnel at which Earl Nightingale was the featured speaker. He recounted his 17-year search for the secret of success. It was stimulating and afforded listeners with inspiration and thought-provoking ideas.

Conference ended Friday noon with conviction and sentencing of management, production and sales alike for the murder of sales. Defense attorney, John H. Esch, vice-president and sales manager, recommended that sentence of the accused be suspended to enable them to return home to their jobs. They were committed into the hands of their wives (parole officers) after pledging "to serve their families, their customers, and the company more faithfully during the year ahead."

A police escort then whisked salesmen out of town to close another successful sales conference officially. ♦



MEET Mr. and Mrs. Jack Lalley,

owners of L&D Hardware Store, Ionia, Mich. They were in Puerto Rico last year for a five-day, all-expense-paid holiday. The Lalleys and some 3,000 other appliance dealers and their families enjoyed "Fun in San Juan," the 1959 incentive travel program run by Gibson Refrigerator Co., division of Hupp Corp., Greenville, Mich. This is the program responsible

for Gibson's current sales performance well above the industry level, and 53% above its own 1958 sales for the corresponding period.

Like many dealers present, the Lalleys have been invited to other appliance-manufacturer-sponsored junkets. The 1958 Gibson trip to Havana was the first they accepted. They were back for San Juan last year. And, they've already signed up for the 1960 "Fun in Hawaii" trip.



"MAKING OUR DEALERS best-travelled families in their communities, pays off," says W. C. Conley, sales vice-president.

Why Gibson Spends So Much on Travel

To show its new line in glamorous spots and to stimulate its dealers, Gibson spends \$1 million a year. This is about three-fourths of its total promotion budget. On trips, company takes its own auditors; pays as it goes with no bills left over.

Gibson Refrigerator Co. relies heavily on its "Go Places" program. It spends approximately 75% to 80% of its promotional budget for this annual event. The company prides itself for running a friendly, family-type

program with a strong element of personal contact.

These trips began for Gibson in 1955 with Las Vegas. This was followed by Hollywood Beach, Fla., New Orleans, Havana, and San Juan.

Arrangements have already been made to take an estimated 5,000 dealers to Hawaii later this year in the brand new 147-passenger, 600-mph-plus Pan American World Airways jet airplanes that will then be in op-



DISTRICT sales managers learn plans for trip to Puerto Rico from Conley at special briefing session on incentive.



LALLEYS visit "Quality Court" where suppliers to Gibson show why their products help to make Gibson products better "buy" for consumer.

eration. This promises to be a jet "first" in the appliance industry.

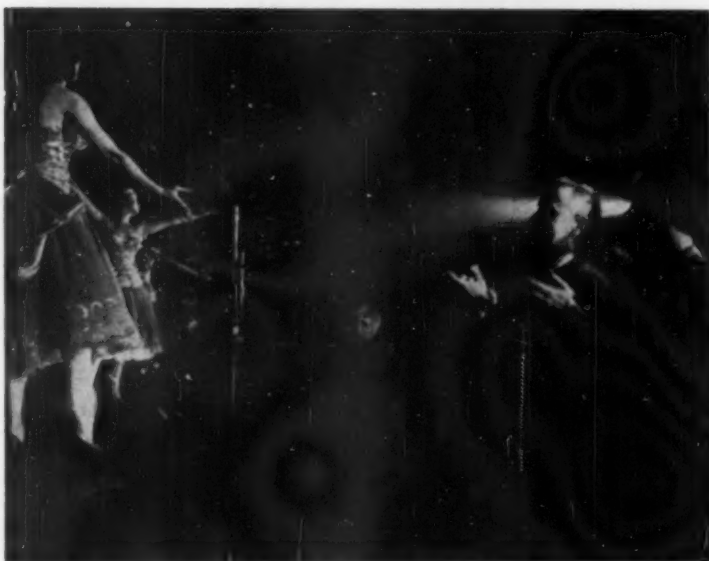
► We consider the appliance dealer our key to success," says President Charles J. Gibson, Jr. "Our name is familiar to American consumers, but our products are not pre-sold to the extent of many of our larger competitors. We can't compete with the full-line giants in the appliance business on the basis of consumer advertising dollars, although we do our share.

"Because of this, and because we do so much of our own basic manufacturing as well as assembly work, we have an extremely low overhead operation. Our costs are generally considered to be the lowest in the refrigerator industry.

"This is why we are able to afford these trips, and provide our dealers with longer margins than competition, a free floor plan, and extensive co-op advertising program, plus products with both high quality and style," he reveals. "It's largely a matter of whether a company wants to rely on its own selling efforts and reduce dealer margins, or whether it will rely on the dealer's salesmanship and pay him a premium for it.

"Our sales incentive trips provide a wonderful opportunity for the company's management group to sit down face to face with dealers at least once a year, and to benefit from their advice and experience," President Gibson says.

► Gibson handles all its own travel plans, rather than rely on commercial talents available for this purpose. "We make our own arrangements with airlines, hotels, night clubs and restaurants and sight-seeing tours," according to W. C. Conley, sales vice-president. "We even bring along a



SMILES AND APPLAUSE indicate Lalleys enjoy show to introduce 1960 line.

doctor or two to handle any extraordinary medical problems or accidents that may arise.

"Our own auditors come along to review and approve payment of all charges incurred each day. We're on a pay-as-you-go basis, settling each day's bills within 24 hours. This way," according to Conley, "we don't face an overwhelming stack of bills upon our return to Greenville, and have to negotiate on problems and suspected overcharges by remote control."

Gibson prides itself on what Conley calls "the cleanest trip in the business." Vast majority of dealers bring along their wives. Many bring children as well.

On the 1958 trip to Havana, according to statistics compiled, fully 80% of all dealers who attended had

never been outside the U. S. before. And a high percentage had never been up in an airplane. "Making our dealers the best-travelled families in their communities pays off for them and for us. We help them to capitalize on this by servicing their home town newspapers with pictures of them on these trips," says Conley.

► Gibson always plans its trips during the period immediately following Labor Day. This is off-season for resorts and airlines. Favorable rates can be negotiated on this basis. And because these trips afford an opportunity for people from all over the U. S. to be exposed to places they otherwise might not visit, the company has an even stronger basis for negotiation. In San Juan, for example, a study of

hotel reservations showed that paying guests have come primarily from Washington New York, and Boston areas. "Midwest U.S. hasn't been exposed to the considerable charms of Puerto Rico," says Conley. "Through our trips, many of our dealers will want to go back to Puerto Rico—even at their own expense. And, through word-of-mouth, a number of their friends back home will want to, too."

Gibson takes advantage of these trips to introduce its new year's line of refrigerators, freezers, room air conditioners, electric ranges and dehumidifiers. However, out of its five-day program, only one morning is devoted to this.

During the 1959 "Fun in San Juan" program, introduction of the 1960 line was done via a musical production by Music Corp. of America. Called "Gibson Festival of Stars," the three-hour production had enough light entertainment to make it enjoyable for wives and children. Yet, it carried enough "sell" to enable Gibson to write close to 60% of its forecast total 1960 business. "Based on the incentive of next year's trip to Hawaii, we did as much business in Puerto Rico in September as we did for the entire first eight months of 1959," says Conley. "After our first show, we upped our estimate by 25% based on the enthusiasm shown by dealers for both the 1960 line and the Hawaiian trip."

The 3,000 dealers were flown to San Juan in six phases of approximately 500 each. This made groups easier to handle, and also saved the chartered Eastern Air Lines planes from dead-heading back to the States. The program arranged by Gibson for the five-day San Juan convention was:

First Day: Departure from various cities in the United States, with bon voyage parties sponsored by local Gibson distributors. Arriving in San Juan, relaxation, sun, swimming. Welcoming cocktail party, dinner and floor show at Caribe Hilton Hotel.

Second Day: Day on the beach or sight-seeing. Cocktail party, dinner and floor show at Tropicoro Room, Intercontinental Hotel.

Third Day: Choice of the following full-day events: flight to St. Thomas in the Virgin Islands for a day of sight-seeing and shopping, followed by a beach party at Bluebeard's Beach; or, a city and country tour of the area around San Juan, including lunch in tropical highlands; or, a deep sea fishing cruise off San Juan; or, a day of horse racing at El Comandante track; or, golf at Dorado Beach Country Club.



TWO-CARLOAD PURCHASE means Mr. & Mrs. Lalley go to Hawaii this year.



KISS from Hawaiian miss is part of reward for Lalley's qualifying for trip.



PENNANT goes up to show that Lalley's dealership reached Hawaii quota.



CHAIRMAN Charles Gibson sits behind Pres. Charles, Jr., to hear presentation on new incentive trip for dealers.

Fourth Day: In the morning, Gibson's new musical production "Festival of Stars," to introduce the 1960 line of refrigerators, freezers, air conditioners and electric ranges—followed by cocktails and luncheon in Tropical Garden, Caribe Hilton. In the evening, a pool party with dinner and entertainment around Caribe Hilton pool. A special fireworks display ends the evening.

Fifth Day: Last-minute sight-seeing, shopping and swimming. Luncheon. Charter planes depart for the United States.

Following introduction of the 1960 Gibson line, guests walked through a special display erected and staffed by the company's own major suppliers, including U.S. Steel, Reynolds Aluminum, DuPont and Dow. Theme carried through this area: "only quality materials and components go into Gibson products."

Gibson used special books of tickets for its events. These helped organize dealers' schedules and kept them posted on events, times, and locations; tickets also served as the basis for charges by the facilities involved. The company paid, therefore, only for tickets surrendered. Average was around 80% to 90% used for each event. Hotels, tours and carriers handle the policing, since they are paid on the basis of tickets they turn in to Gibson.

Dealers earned the San Juan trip during a 10-month contest period by accumulating points for each Gibson appliance sold. Points varied with the type of appliance. For 1960, the company has set 60 units as the requirement for Hawaii. This provides two all-expense-paid trips per dealer. Additional points give additional trips.

Gibson will build its 1960 promotion program around the Hawaiian trip. Interest will be sustained by periodic mailings, extra bonus point events, teasers, mailings to wives and space advertising in retailer publications.

The company estimates that it spent approximately \$1 million for the 1959 "Fun in San Juan" program. ♦



GIBSON AUDITORS check bills right at the hotel. Company pays trip on as-you-go basis.

It is a pleasure to announce . . .

Bernard B. Goldner, Ph.D.

*has been appointed Consulting Editor
to editorial staff of Sales Meetings.*

One of the nation's leading authorities on creative thinking, Dr. Goldner has written many provocative articles* to explain creativity and to dispel misconceptions about brainstorming. A man who trains executive minds to think creatively, Dr. Goldner is an example of the modern creative executive himself. He is not only professor of Industry and director, School of Creative Thinking, La Salle College, Philadelphia, but . . .

- Manufacturer in plastics industry
- Inventor and patent holder
- Consultant to industry and government
- TV program creator and moderator
- Lecturer and author

AS ADVISOR TO INDUSTRY ON CREATIVE THINKING, DR. GOLDNER IS CONSULTANT TO:

SMITH, KLINE & FRENCH LABORATORIES, SUN-BEAM CORPORATION, DITTO OF CANADA, LTD., ELKMAN ADVERTISING AGENCY, SUNBEAM CORP. (CANADA), U. S. VETERANS ADMINISTRATION.

HE HAS DEVELOPED CREATIVE THINKING SESSIONS FOR:

OWENS-ILLINOIS GLASS CO., IBM, ARMY SIGNAL CORPS, CURTIS PUBLISHING CO., COLGATE-PALMOLIVE CO., U. S. RUBBER CO., MINNEAPOLIS-HONEYWELL REGULATOR CO., E. I. DU PONT DE NEMOURS & CO., INC., LEEDS & NORTHRUP CO., AMERICAN MUTUAL INSURANCE ALLIANCE, U. S. CIVIL SERVICE COMMISSION, MASTER BREWERS ASSOCIATION.

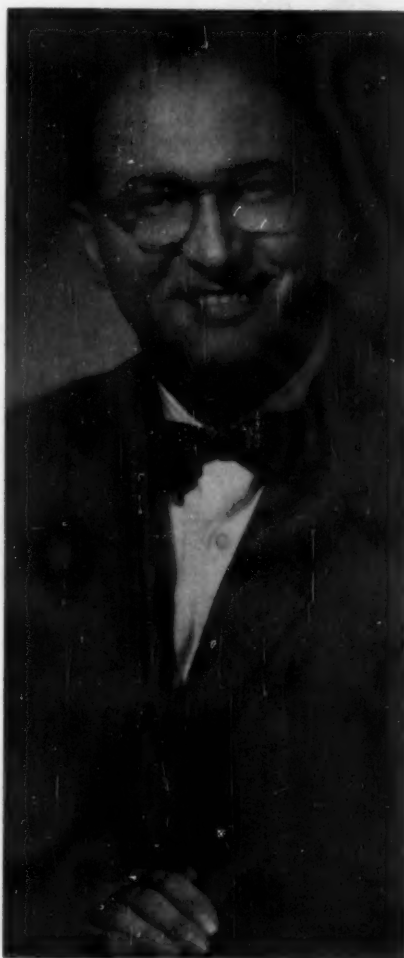
**from Sales Meetings:*

"What's This Business of Brainstorming and Creative Thinking All About?" (July, 1956)

"Why Doesn't Brainstorming Always Seem to Work?" (Oct., 1956)

from Sales Management:

"Are You Flunking Creativity?" (Dec. 5, 1958)



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What You Should Know About Lighting for Meetings

By MARVIN GELMAN
President, Lighting Services, Inc.

Whether your company plans to build or refurbish a meeting room, or just plans a convention, it is worth giving some thought to lighting. Well-designed lighting can bring excitement or relaxation at the flick of a switch. It promotes speaker effectiveness along with comfort, alertness, interest and retention. (It can even cut present costs in your own meeting

room by replacing lighting methods that are outmoded and inefficient today.)

So as not to leave you dangling in generalities, I'd like to suggest a rule-of-thumb lighting set-up for six types of meeting presentations. I'll give you some idea of costs involved, too.

Before that, let's consider three focal matters: dimmer control, porta-

ble switchboard and permanent installation.

The first is important and, happily, can be had at moderate cost. Dimmer control for ceiling lights (over the audience) is useful in every situation, from the simplest one-man presentation to elaborate shows. After the group has assembled and the session is ready to begin, expectancy and

Four "Light" Points

In addition to basic visibility, there are four things to consider when you think about lighting for your meeting hall:

1. AESTHETIC APPEAL: Good lighting is never an intrusion, rather it should blend with architecture and decor. Actually, some of the most successful lighting isn't noticed at all, yet, people in its midst have a feeling of well-being and objects and the room itself are seen at best advantage.

2. COMFORT: When you select lamps, fixtures and overall lighting systems with an eye to comfort, it means in the end that people get more done with far less physical and mental fatigue. One of the most disturbing elements at any meeting, particularly long sessions, is glare from fixtures at any meeting, particularly long sessions, is glare from fixtures themselves and glare bouncing off speakers' table or other front-of-the-room objects.

3. PSYCHOLOGICAL EFFECTS: Any lighting, of course, produces psychological effects which are related to visibility, comfort and aesthetics. Beyond this, lighting can be manipulated to create many special effects or moods. A rose-colored filter over the spotlight will make a speaker appear "healthy" and attractive rather than harsh. Dim down "house" lights and you promote a more comfortable yet more attentive audience. "Stage" lights for an amateur play add strong dramatic interest.

4. PRACTICALITY: Get the most for your lighting dollar. When is it cheaper to rent instead of buy equipment at "home" and on the road? How often and for what types of presentations can your company put an auditorium to effective use? Remember that over-elaborate lighting systems that do not (and will not) pay their way make just as little sense as antiquated ones. Costs of new equipment, rentals, installation, maintenance, relamping and current consumption all have to be figured here.

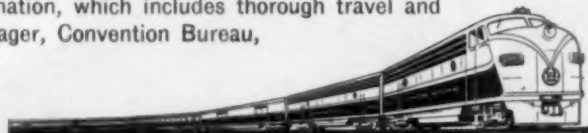


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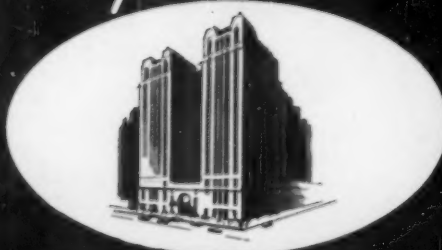
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concentration is always enhanced by dimming audience lights. Low light is preferable to extinguishing it altogether because it is then possible to see sufficiently for taking notes or smoking. Dimmer control for the front-of-the-room or stage area can also be a help, though it is not essential.

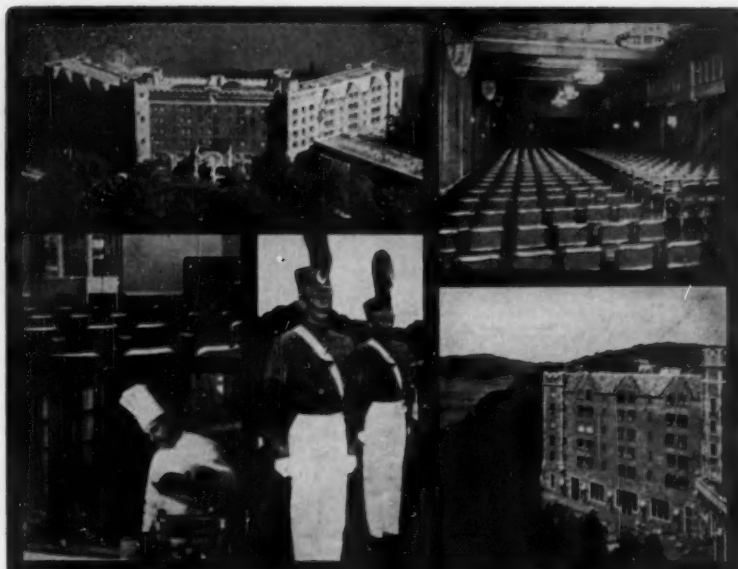
New lighting installations and remodelling jobs of any merit are bound to have dimmers built-in. However, it's generally a simple operation to replace an ordinary wall switch with a dimmer control. Cost ranges from about \$35 for a standard 450-watt dimmer to \$75 for a 1,900-watt dimmer. (Plus installation charges.) Custom enclosed and remote control equipment, of course, runs to more. Use of dimmers actually reduce maintenance costs since there is less heat (tax on air conditioning) and current consumption than when a room is forced to operate with all lights on all the way.

At the very least, light switches should control different areas of the room. Audience illumination then can be turned off once the program is underway — with light focussed where the program takes place. Helpful for notetaking in this situation are new illuminated clipboards, battery-powered with completely shielded light so that neighbors won't be disturbed. These retail for about \$5.

Portable electronic switchboard, a fairly recent engineering development, is a desk-size control system which activates every lighting effect in the room, and which can easily be moved about and operated by a single person. (You don't, for instance, need an extra man to throw cues because the switchboard operator can see just what he's doing.) Any organization that makes periodic use of a sizeable meeting room—particularly if it boasts a stage—should consider acquiring one.

Aside from the benefit of one-man operation, the portable switchboard saves the greater expense of a built-in switchboard installation. It provides more flexibility in staging events, and can be stored with a minimum of waste space. Understandably, it is coming into increasingly common use. Prices start at about \$700 for a stock model with six 1,000-watt dimmers, master control dimmer, built in circuit breakers and receptacles. It is suitable for a small meeting room with modest staging facilities. More complex model costs about \$3,000. In addition to an array of lighting effects, it can provide remote control slide projection, curtain open and close, and recorded music.

This brings up the question: What



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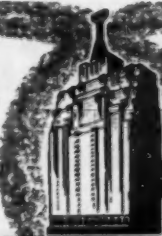
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Allan Stubbins M. P. Mathewson
General Manager Vice President, Sales

about renting vs. buying lighting equipment?

Usually, answer is buy. There are many advantages, including economy in having a thoughtfully planned permanent set-up. You don't have to depend on rental houses which may not have the equipment you need, or may not ship when and what you order. You don't have labor costs to install and break down. More important, with your own permanent system, it is far less likely that lighting will rate as a hit-or-miss after-thought. Rather, you will come to know and rely on it as an effective aid to present—and sell—ideas. Even when traveling, I say, take your own lights—unless you'll be working in a fully equipped hotel or hall. Only a handful of cities around the country have really adequate rental equipment.

Obvious exception to all this, of course, is the one shot "spectacular" or special event that requires specialized, extra equipment for which ordinarily you would have little use.

Now, let's take some sales meeting examples and offer specific suggestions:

1. Single speaker and/or panels: Even the simplest presentation is worth doing in a showmanly way—if it's worth doing at all. Use of a simple portable light stand, or rather two portable stands, will accomplish much and be fairly inconspicuous. (They can be hidden behind columns or potted palms.) Portable stand contains a piece of electrified track which can be mounted horizontally or vertically (more likely the latter) on which color-filtered spot lights may be snapped in any position. This makes possible multiple-source "key" lighting onto the speaker or speakers. It gives them a three-dimensional, vibrant appearance and better focusses audience attention.

Lighting should always be "rehearsed" in advance for proper intensity and distribution and for correct angling to avoid distortion or glare. It must always come from more than one source to prevent flatness and harsh shadows. A subtle choice of color filters—perhaps a light scarlet from one direction blending with special lavender from the other—is essential to achieve the most complimentary effect.

Permanent key lighting, a better arrangement, is provided by adjustable spotlights recessed in the ceiling. Also available is built-in lighting for the rostrum.

Costs: Portable stand with four 200-watt spots and five-foot electrified track. Approximately \$185 each. Recessed built-in spotlights—com-

pletely adjustable from floor by means of slotted pole—will take colored glass filters. About \$50 each. Rostrums can be simple or complex. In addition to built-in lighting, there can be dimmer control for house lights, push button film projection and other remote controls.

2. Chalk talk, flip chart: Special lighting set-up is now available for chalk boards, helpful when this presentation technique is used to any extent. This is a fluorescent fixture that runs the length of the board. It takes a standard tube for normal illumination, or a black light fluorescent for special effects. The latter, which is used with ultra-violet sensitive chalk in a darkened room, can be remarkably dramatic. Alternate these from one session to another and you have quite an attention getter.

At the very least, a flip chart or flannel board should have lighting built in—or clipped on—its stand. But far better, and in the end more practical, is key lighting from recessed ceiling spots or from a portable rig. (Angle of light is all important to avoid tiring glare and reflection.)

Costs: Chalk-board strip light and specially designed reflector—\$50 per four foot section. Four foot black light fluorescent tube, \$8. Small clip-on spot, \$15.

3. Slides, movies: Two points are worth mentioning here: If your projector is used in the auditorium rather than an enclosed booth (often the case) be sure it has a built-in work light to help assure smooth operation—and for minimum disturbance of the audience.

Meantime, the commentator for a slide or film presentation can put to good use an excellent gadget. This is a portable hand light, plug-in or battery powered, which projects an arrow, dot or other symbol from a considerable distance. In other words, it no longer is necessary to get in front of or near the screen as with the old fashioned pointer. Hayden Planetarium in New York City now uses one. It costs \$75 and operates from a distance of about 70 feet. Other models are available for somewhat less. At a sales meeting, the speaker thus can point out salient features of slide or film—without leaving his place at the rostrum.

4. Role play, simple skits: To give the feeling of a stage—needed in this situation even more than before—a simple two switch system might be installed. One switch would dimmer operate "house" lights, while the



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ON PALMER SQUARE
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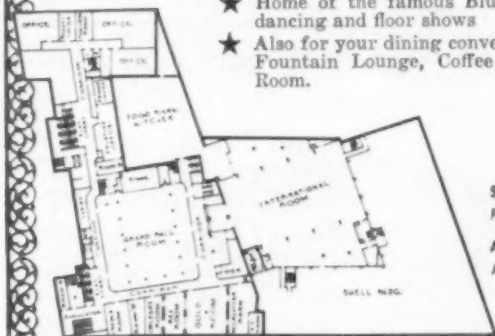
*In New Orleans—
America's Most Interesting City*
your convention business
is a pleasure at the

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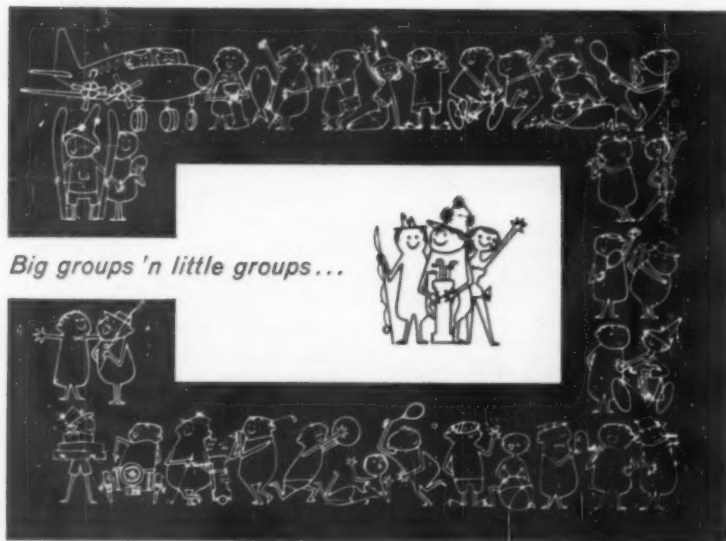
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MIAMI, 608 First National Bank Bldg.
CHICAGO, 1230 Palmolive Bldg.
NEW YORK, 307 British Empire Bldg.
DALLAS, Adolphus Hotel Arcade (1406)
TORONTO, 707 Victory Bldg.

other would light up the whole front of the room with a recessed strip of low brightness fluorescents.

This is a good time to mention that "fluorescent" no longer implies the cold, harsh light source of a few years back. Indeed, fluorescents have been improved tremendously and now are available in such natural or warm tones as "de luxe warm white," pink and "candlelight", and can be controlled by a dimmer. Fluorescent installations are recommended because this light is far cooler, more efficient and more economical than incandescent. However, for most pleasing total effect, diffused fluorescent lighting generally should be supplemented by incandescent lamps.

In the case of a simple skit, there should certainly be key lighting from recessed ceiling spots or portable stands, where the action takes place. Also, at this point, advantages of using a portable switchboard are more clearly evident.

Costs: 20 foot recessed fluorescent strip (4 tubes), approximately \$200.

5. Amateur plays: To achieve good dramatic effect, there should be at least modest staging facilities, and somewhat more elaborate lighting, including color control, than heretofore. Whether to rent or buy stage lighting equipment must be determined according to frequency of use and size of budget (but high costs and headaches of rental should be kept in mind). Dimmer control for both stage and house lights is essential. Often recommended for a multi-purpose room is installation of stage lights which can be concealed behind ceiling panels when not in use.

6. Show with professional talent: One of the great pitfalls in your staging industrial shows with some or all professional talent, is getting lost in "production". Lighting, ordinarily, is among the theater devices least used and least provided for here—only everyone wonders what's missing. Imaginative stage lighting actually can prove a lot simpler and more effective to work with than quantities of physical props and sets. Plotting, however, is a job for the experienced designer.

For a show of any pretentiousness, permanent and complete stage lighting facilities are desirable. These include dimmer board with color control, theatrical spots, front lights and border lights. But the job can be done the hard way—with portable, rented equipment.

Costs: Very roughly, for a 15-20



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Seats 1,850 — Exhibits 12,667 sq. ft.



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Arena-Concourse Exhibits 42,491 sq. ft.
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Last year 197 meetings were held here with an attendance exceeding 94,250. Many of these groups have selected San Antonio consistently year-after-year.

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blended a modern dynamic city of over half a million. Everywhere are interesting things to see and do—added attractions that will build added attendance for any meeting. The famed Alamo; Mission San Jose, a National historic site and three other ancient missions—the charm of restored La Villita and the Spanish Governors' Palace—air might displayed at Randolph, Kelly, Brooks and Lackland Air Force Bases—beautiful parks and plazas—interesting old homes and unusual museums.

Side trips can be planned to nearby dude ranches, or to old Mexico.

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TED RATCLIFF, General Manager

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PALM SPRINGS, CALIFORNIA



foot stage you'll need at least: \$500 worth of front lights; \$400 worth of spot lights; \$300 worth of border lights; along with dimmer controls; or you can spend thousands, as many do.

There is a visible trend among hotel operators to provide their function rooms, ballrooms in particular, with up-to-date, permanent, flexible lighting facilities along with other production aids. In a keenly competitive field, good lighting is not just an aesthetic plus but actually brings in more business.

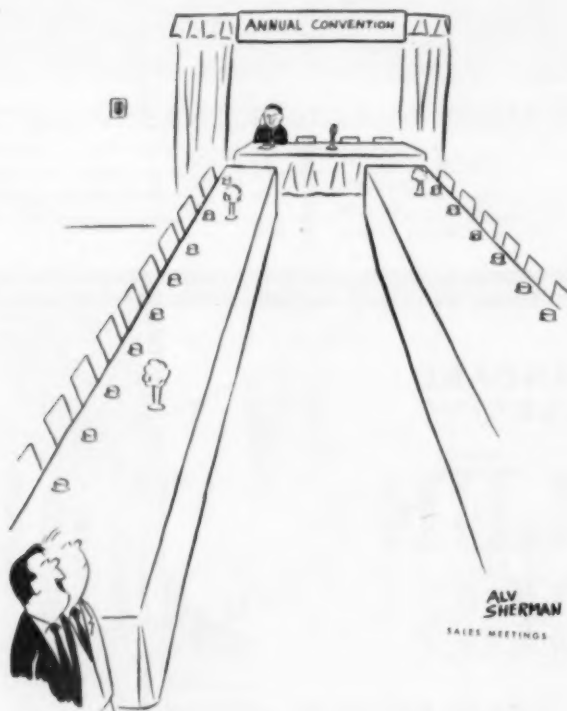
Our own firm, for example, has just finished a complete redesigning job of the public areas in New York's Hotel Astor. Permanent lighting installation in the ballroom includes portable switchboards with magnetic amplifier and complete dimmer system; stag front lights with remote control doors and colors (hidden in ceiling when not in use); adjustable sealed beam reflector lamps recessed in the ceiling (especially useful to light demonstrations, merchandise, fashion shows); and a 50-foot canopy of low bright-

ness fluorescent lighting to accommodate banquet and speaker tables. This permanent system, of course, eliminates need to rent extra equipment for particular occasions. It permits quick transition from one type of event to another, and sharply cuts maintenance and labor costs. According to the Astor management, it has already proved an effective selling tool to boost fashion show and convention business to new highs.

Before long, I predict that all large hotels will have these and other facilities. Meantime, be sure to put "lighting" on your check list when you shop for a hotel meeting room.

► Whether the meeting is modest or all-out, at home office or hotel, need for good lighting and principles of good lighting remain constant. First, know what to look for—know what lighting can do. Second, determine the overall effect required. Third, work out specifics.

Good lighting, once you let it in the door, can brighten your meetings with unsuspected dividends. ♦



"This is Hadley's first crack at being a convention speaker."

JANUARY 15, 1960



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One to Miami Beach, Convention Capital of the World. Then take Step No. 2 to The Shelborne, best-located convention hotel in Miami Beach. And at The Shelborne, you're just two giant steps from the new Miami Beach Auditorium, two giant steps from famed Lincoln Road. Yes, choosing The Shelborne is a giant step in the right direction—toward the most successful meeting you've ever had!

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- Large exhibit area
- Oversized guest rooms and parlors
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- Large private, sandy beach

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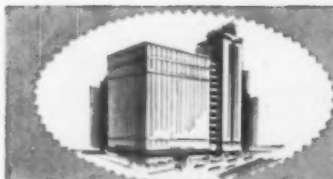
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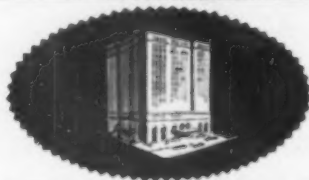
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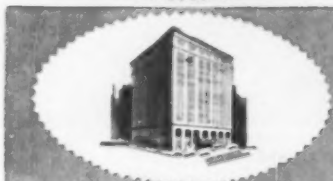
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Banquets	to 1300
Dances	to 1800
Guest Rooms	450



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Dances	to 300
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Meeting capacities	40 to 400
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BOAT HOUSE DOCK along Ohio River is informal site where 1960's plans are discussed with salesmen.

Make Small Group Sessions Different

With just six salesmen, Farm Quarterly shows how each can be involved before and during meeting. All material is slanted toward back-home use. Each session is summarized by a salesman who tells what he has learned, what he plans to do with it.

By KIRK POLKING

The Farm Quarterly is a slick-format, 230,000-circulation magazine for the business-farmer who grosses \$10,000 or more a year from his farm. It has six advertising salesmen who cover 48 states. They spend most of their lives in hotel rooms.

"That's why," says Publisher Aron Mathieu, "in our sales meetings, we want a completely different environment. One that is stimulating, but at the same time, congenial, comfortable and fun." For the recent meeting, answer was an Ohio River boat club.

Farm Quarterly has been holding annual sales meetings for 14 years; finds four things necessary to make it a success:

1. Careful planning before the meeting starts.

2. A relaxed atmosphere in which to hold meetings.

3. Good food.

4. Breaks between work sessions and some entertainment.

To elaborate on these points: "This sales meeting," says Mathieu, "was to point up two major goals for next year: how to upgrade our product, and how to get our price. Our magazine is aimed at the one segment of the farm market that is growing. Twenty years ago there were 10 million farmers. Today there are less than half that many. But similar to the growth in other industries, farms that can expand and produce volume, do most of the nation's farm business.

"Today, roughly 13% of farmers pocket 67 cents out of every \$1 paid for food or fiber in the U. S. That well-to-do segment of the farm population is our market. We have a quality publication for quality people. We want to continue to make it better — and we want our price to represent the value we are giving.

"Before the meeting we wrote to each salesman and asked what single related subject he wanted most to discuss at the meeting. We then asked him to lead the discussion and to give us an outline of it. We made photostats of outlines from each salesman, along with a copy of the agenda we had prepared for the two-and-a-half days' sessions, and sent them to each man.

"We appointed a sergeant-at-arms

Good Ideas from Farm Quarterly Meeting

1. Each Salesman was asked what subject he wanted discussed at meeting. He was then assigned to lead discussion on this subject and prepare an outline in advance.

2. One man was assigned to keep discussion on the track. (If he failed, he would get no dinner, he was told.)

3. After each session, one man was asked to summarize what he had learned and what he planned to do in the future with what he learned.

for each meeting, whose responsibility it was to keep us on our agenda, with the warning that if he didn't, he didn't eat!

"At the same time, to insure that we had unity of purpose and unity of action toward our goals, we asked one person at the end of each session to summarize what we learned; what we planned to do in the future. This is one of the big advantages of small meeting groups — active participation by each member."

The meeting was held at the boat club — 10 miles upriver, east of Cin-

cinnati — prior to its regular opening. This put the boat and its cook at complete disposal of the Farm Quarterly staff.

To insure a restful night's sleep, beds, clean pillows, sheets and towels were rented through a local franchise office of Abbey Rents, national service company. A clean-up crew was hired to go over the boat the night before salesmen arrived.

The men were told to bring rough clothes — corduroy shorts or jeans, with just one good business suit for the evening out. There was a shower and toilet on the boat.

First morning, a little time was lost by expected distractions of tugboat horns and waving people in motorboats. After an hour, however, the meeting progressed without interruption. Breeze-swept after-deck of the harbor boat was the meeting site.

There were five work sessions, with a break for coffee mid-morning and for sherry mid-afternoon. This kept the men from losing concentration through prolonged sessions.

"We like to have girls at our meetings, especially pretty ones," says Mathieu. "Assistants and secretaries of Farm Quarterly's home office staff were invited to attend meetings and luncheon sessions. They wore shorts and summer blouses. Cars called for them each morning and returned them to their homes in the evening."

Most people like to eat. Orders given to the cook were for plain food, but of highest quality. No fancy sauces, no spicy herbs, no rich cream gravies. "Riverman's Breakfast," for

Expense Sheet

The Farm Quarterly 1959 Sales Meeting

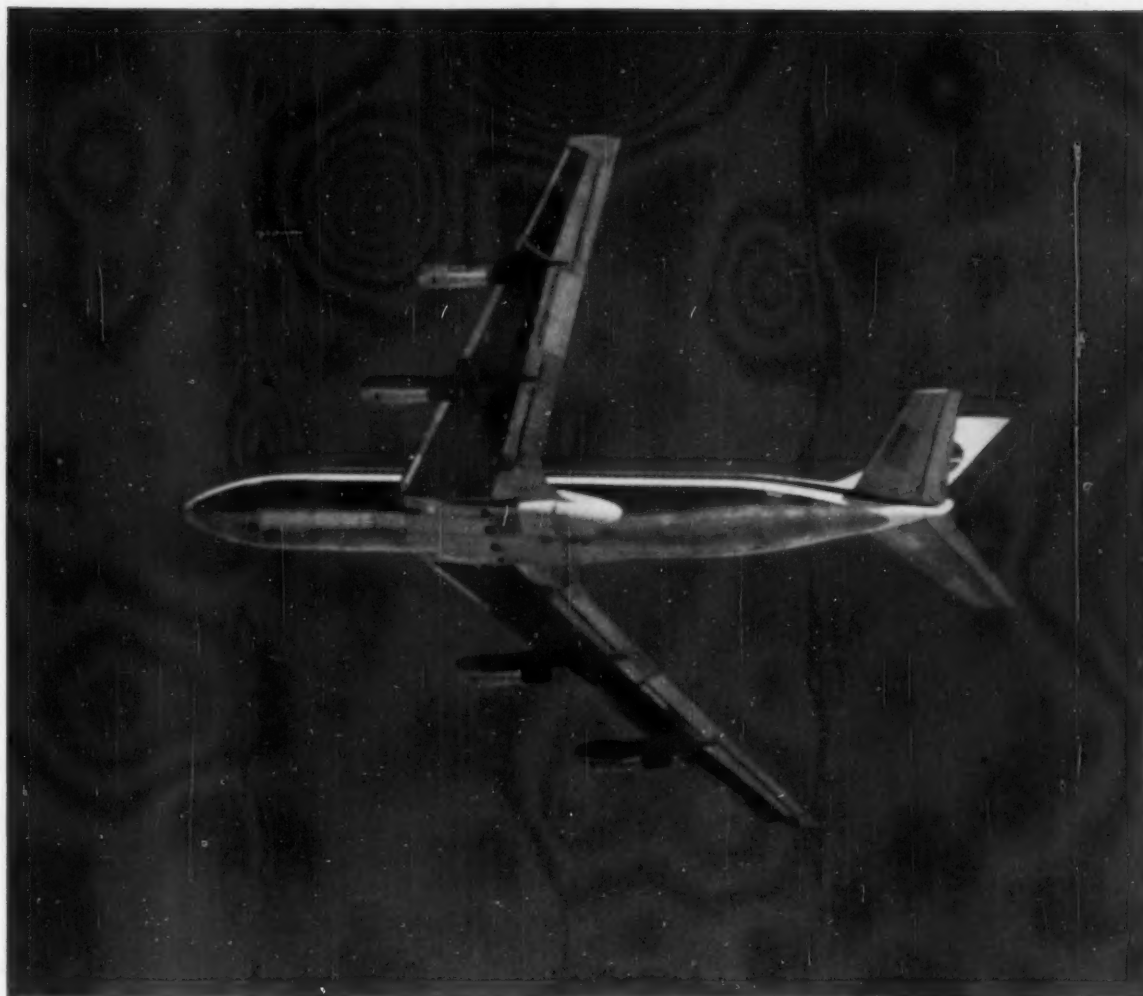
Travel expenses to meeting	\$540
Boat club rental	150
Meals	200
Dinner at Coney Island	80
Lunch at the farm	50
Tips to boat club employees	45
Pre-meeting clean up	25
Rental—beds, linens	75
Liquor	25
Pennies for poker	40
Dimes for poker	10
Clock prize	12
	\$1,252

example, was served on a plain white paper tablecloth, with plain paper napkins, and tin knives and forks. But a touch of elegance was added. Fresh wildflower centerpiece was prepared and delivered every morning. Fresh fruit and juices were plentiful. Bacon and eggs were served on lumber camp-size platters and coffee was poured from granite pitchers. To avoid possible problem of future stomach aches, distilled water was provided for drinking purposes.

Food was good and air invigorating. But to keep the men from feeling trapped on the boat, first night's dinner was held off the boat. It was at



ONE MAN is selected after each session to tell what he has learned that he can use back home on his job.



More overseas conventions, travel incentive programs and industrial tours are carried overseas by Pan Am than by any other airline.

GO LIKE '60 with an Overseas Sales Convention!

In 1960, more sales conventions will be held overseas than ever before. It's the popular thing to do because overseas conventions are so profitable.

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Your 1960 convention will be an even bigger hit when you go by *Jet!* Only Pan Am offers you such an exciting variety of overseas convention sites to choose from. Pan Am Jet

Clippers* now serve 13 cities in Europe as well as South America, the Caribbean, Hawaii, Japan, Australia and the South Pacific.

One phone call will bring an expert Pan Am representative to plan every detail—hotels, recreation, local arrangements. He'll even show you color movies of locales exactly suited to your needs. And when you choose Pan Am, you choose the airline with a proven record of success.

For more details, call your Travel Agent or write: Henry Beardsley, Pan American, P. O. Box 1790, New York 17, N. Y.

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**WORLD'S MOST
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FIRST ON THE ATLANTIC...FIRST ON THE PACIFIC...FIRST IN LATIN AMERICA...FIRST 'ROUND THE WORLD

JANUARY 15, 1960



Anytime is the
RIGHT TIME
to hold your meeting in
LONG BEACH
in the heart of
Southern California!

Modern conference rooms and convention halls to accommodate groups from 60 to 6000 conveniently. Two outstanding exhibit halls offering space for over 250 booths. Plenty of experienced personnel with the on-the-spot know-how to handle *all* details.

Fine hotel facilities adjacent to the Municipal Auditorium in downtown Long Beach.

...all this, PLUS—

After hours swimming, fishing, golfing—enjoy all of the “summer sports” the year ‘round. Visit nearby Hollywood, Marineland, world famous Disneyland, Santa Anita, Hollywood Park...even Old Mexico.

How 'bout it...
LET'S MEET IN

LONG BEACH

For information, write:
Convention and Visitors Bureau
Municipal Auditorium, Long Beach, Calif.

the amusement park, Coney Island. Several cars drove to the park, so the men could leave as they wished.

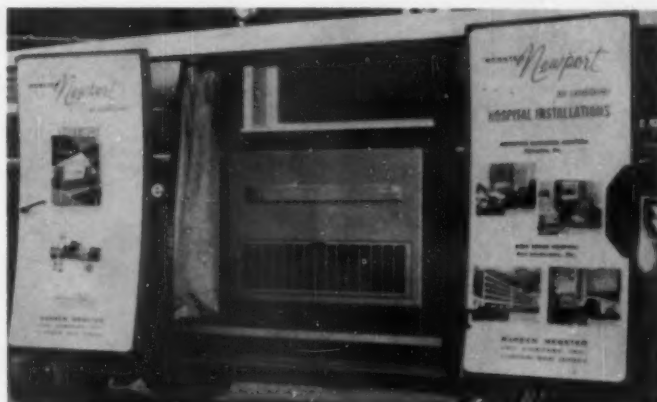
Second night was spent on board playing boat club penny ante bushel poker. A bushel basket was partially filled with pennies, laced with about 100 dimes. Each man was supplied with a double handful of coins as his stake for the evening, for freeze-out poker. Second high man was presented with a huge “Farmer’s” watch, 18 inches in diameter. It was secured the week before from a premium house, and left at a watchmaker’s for

the week to insure its working properly when presented.

► As another change of pace, third morning was spent at a nearby farm. When not engaged in work sessions, facilities were available for swimming, fishing or boating.

Success of this meeting was proved by this note from one of the salesmen the following week:

“The best way I know to show you how much I got out of our sales meeting this year is to return the enclosed expense check, herewith.” ♦



Now It's Compact Mobile Exhibits

“CURB SERVICE” EXHIBITS demonstrate latest heating-cooling equipment by Warren, Webster & Co., Camden, N. J. With initial investment of just \$6,000 for two Volkswagens and custom-built displays, company will be able to reach 900 hospitals that are prospects by June. Exhibit shows how air-conditioning unit appears inside building (above) and outside (below). Door panels depict actual installations of equipment. Two additional mobile exhibits will supplement the two now on the road. Original exhibits have already traveled 125,000 miles between Chicago, New Orleans, Miami and Boston.



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MEETING BY THE SEA

Planning a sales meeting or small convention? You'll *really* get away from it all in Canada's beautiful Atlantic Provinces! Although the trip takes only a few hours via TCA's smooth, quiet, comfortable, turbo-prop Viscount—you'll find there a different, unhurried world. Perfect for getting work done...for after-hours sports or sightseeing...for post-convention explorations. Next Spring, hold your get-together in New Brunswick, Nova Scotia, Prince Edward Island or Newfoundland. And fly there aboard a TCA turbo-prop Viscount.

For convention-planning assistance, see your Travel Agent or contact TCA in Boston, New York, Tampa/St. Petersburg, Miami, Cleveland, Detroit/Windsor, Chicago, Seattle/Tacoma, San Francisco, Los Angeles, or Washington, D.C.



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THE REASONS ARE CLEAR**

THE DEAUVILLE, conceived as a magnificent convention-hotel, engineered in advance design, architecture and decor, offers the perfect setting for smoothly functioning conventions, regardless of size. This ultra-modern 600 room convention luxury hotel, occupying two blocks on the Atlantic Ocean in the Heart of Miami Beach, is an **IRRESISTIBLE** invitation to business, pleasure and relaxation for delegates and their families.

The DEAUVILLE CONVENTION HALL, over 21,000 square feet of unobstructed floor space, comfortably seating 3,500 people theatre-style...accommodating 2,500 people banquet-style. Sound-proofed sliding walls can be partitioned into two or three more areas for smaller groups.

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"Projectionered" for conventions, **SUPER**-abundant for the most demanding display purposes. Heavy exhibits are handled by powerful elevators that can lift a truck **HYDRAULICALLY** from the loading ramp to the auditorium's stage.

**12 ULTRAMODERN COMMITTEE MEETING ROOMS FOR 50 OR MORE.
30 SPECIAL ROOMS FOR SMALLER GROUPS.**

NUMEROUS Press Rooms and Work Shops, complete with telephones, typewriters for press releases. Projection Room with complete visual aid facilities.

PLANNED FOR PLEASURE

2 swimming pools, and 550 feet of private ocean beach—the Cabana Colony, putting greens and sun decks...for fun in the sun!
2 magnificent night clubs, featuring great name bands and stars of Broadway and Hollywood!
Miami Beach's only indoor **ICE SKATING RINK**...one of the many **DEAUVILLE** pleasure exclusives!

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DICK ELTERMAN
Director of Sales



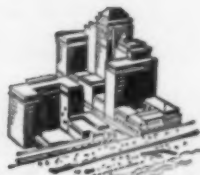
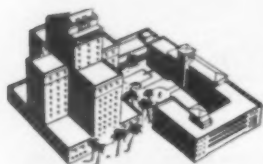
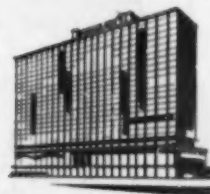
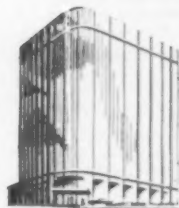
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JANUARY 15, 1960

63



To Pick Best Hotel (for you)

Ask Questions

Here is a sample of what to ask and how it helps you to choose a convention hotel. It saves you time and cash; gives hotels facts on your needs and gives you a rundown of what is available.

By DAVID MARSHALL

Account Executive, Carriere & Jobson, Inc.

You can save yourself hours of travel, expenses that go with that, and days of interviewing and looking at hotel facilities. Develop and use a good questionnaire to help you select your next convention headquarters.

We have had to do that because of the nature of our business. We are a public relations counsel to philanthropic organizations, hospitals, architects, medical associations, scien-

tific groups, and engineers. We must, because our tightly knit staff serves a variety of clients, make hours and dollars count. Not only within our Chicago and New York offices, but with every dollar and every hour that belongs to clients.

Short-cuts that get the job done with the same quality results as doing it the long, time-consuming way, must be taken.

For one client, American Association of Inhalation Therapists, we do just about everything. We are the headquarters office. We manage the association, conduct membership drives, publish a professional journal and news letter, and plan, arrange and supervise annual conventions.

Largest problem in connection with this meeting is not to line up speakers, or to get a good attendance, or

even to select a city convenient to most of the membership. Big problem is to choose a hotel that will be profitable to the association, to exhibitors who show at the meeting and to the hotel. All three of these groups must gain from such a meeting. We understand that. We make hotels understand that. None of the three must profit at the expense of the other.

As soon as the board of directors of A.A.I.T. has selected a convention city—usually three years in advance—we go to work. We write to the convention bureau of that city to ask for a list of hotels along with their sales managers' names, number of rooms in hotels and rates. This gives us a preliminary look at that city's facilities.

We then can eliminate some of the hotels: Those that are too small, are too expensive (members of the A.A.I.T. are medical technicians with limited funds), or are too far from the center of downtown activities.

This leaves us a group of anywhere from three to a dozen hotels from which to choose, depending upon size of the convention city. Now we get down to cases through the use of our 11-page, easy-to-answer questionnaire.

Our approach with the hotels (and convention bureaus) is simple and direct. In all our information to them we are open, honest, sincere and complete. We give them facts! Not inflated figures. We give them exact records from previous meetings. We answer any and all of their questions. We're not trying to kid anybody. And we expect the same approach from them. We tell them what we can and can not do. They tell us the same. Then each of us tailors and fits to the other's problems.

First two pages of the questionnaire spell out our basic requirements. Here we give them figures from previous meetings.

Our basic requirements are:

1. An exhibit hall, approximately 4,500 sq. ft., to hold a minimum of 30-35 booths, none smaller than 8' x 10'. One room, which can be locked. We cannot use separate rooms or corridor or mezzanine arrangements. Set up Monday, show Tuesday and Wednesday, dismantle Thursday.

2. A room for five daily general sessions, 9 a.m. to 5 p.m., set classroom style so technicians can take notes during medical lectures by doctors who use motion pictures and slides. To seat 300, and up.

3. A room for five daily luncheons

Sample Questionnaire to Get Hotel Facts

These questions are taken from form used by American Assn. of Inhalation Therapists to line up a hotel for its 1961 convention in Detroit. They cover almost every point anyone may need to know for preliminary meeting plans. You can adapt from these questions to create a comprehensive check list to serve your group's needs.

Accommodations

Can you accommodate all of our expected 400 registrants in your hotel? Yes — No —

If you are unable to accommodate all 400 plus expected registrants do you have an arrangement with another hotel for taking care of overflow? Yes — No —

If "yes" what hotel is this, and how many blocks, or miles, is it from your hotel? —

Will all rooms in your hotel be air-conditioned? Yes — No —

If "no," what number or per cent will be? —

Will all rooms in your hotel have radios without additional charge?

Yes — No — If "no," what number or per cent will have? —

Will all rooms in your hotel have television sets without additional charge? Yes — No — If "no," what number or per cent will have? —

Room Rates

What daily rates per person can you offer our registrants? Single: \$ Double: \$ Twin: \$

At what daily flat rates per person will you provide rooms for our registrants? Single: \$ Double: \$ Twin: \$

(At Philadelphia and Minneapolis we are receiving flat rates for our registrants.)

Will you guarantee to provide rooms to our registrants at rates confirmed to them? Yes — No —

Will our registrants be charged, upon departure, same rate as confirmed to them in advance when registering? Yes — No —

Do you anticipate any rise in room rates between now and times of our annual meeting in Detroit in 1961? Yes — No — If "yes," how much, in dollars, or per cent? —

Complimentary Rooms

Will you complement a twin-bedded suite for two (executive director and convention manager) for period from Sunday, Nov. 12 through Friday, Nov. 17? Yes — No —

(continued on page 69)

with a speaker-lecturer each day. To seat 250, and up.

4. A room for one afternoon of roundtables. Ten to 12 at a table, to seat 250, and up.

All rooms, of course, to be set up with a head table, lecturn, P.A. system, screens, blackboards, etc.

Besides those very basic considerations, we also must have rooms for: evening one-hour cocktail party; two breakfasts for about 75 people; special sectional meetings to seat 75 people; committee meetings; clinics where the exhibitors can demonstrate

their equipment and answer specific technical questions which take too long in the exhibit hall; and meetings of the board of directors and board of medical advisors.

After spelling out these general requirements, the questionnaire proper begins. We have developed this over the last several years so that it is easy to fill in. There are either spaces for figures or most questions can be answered with a "yes" or "no." Where more information is sought, space is left for that.

We always send two questionnaires to the hotel—one to keep in file with

our correspondence, one to fill in and return to us.

The questionnaire has seven major sections: accommodations, room rates, complimentary rooms, luncheons and breakfasts, cocktail party, exhibit hall, and miscellaneous information.

After questionnaires have been returned from hotels (anywhere from three to six of them) we prepare a comparison table to list significant items down the side and then to tabulate hotels' answers in columns under their names.

This usually eliminates anywhere from one to three hotels since they

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cannot meet our basic requirements, or are out of our price range, or some such thing.

We then are prepared to visit the convention city, talk with the convention bureau, hotels, a drayman and decorator, and make our final choice. In the past this has come down to a choice between two hotels, usually with about equal convention facilities, prices and accommodations.

At this point we weigh carefully the persons with whom we have worked at the hotels — be they manager, sales manager or whomever. With two hotels about equal in what they offer, we inevitably will select the hotel where we have had the most cooperation, greatest understanding of our problems, and greatest willingness to do everything possible to make our meeting a success. We know that if it is a success for us, our registrants, and our exhibitors, it will be a success for the hotel.

Helpfulness of top-management of the hotel — call it the hotel's awareness of the value of good public rela-

tions, if you will — is a most significant consideration for us. Not only because this can make or break our meeting, but because we are in the public relations business.

When we developed our questionnaire several years ago, we wondered how the hotels would take it. Reaction couldn't have been better. Hotel managers have told us and written us how helpful they have found it. They liked the exhaustiveness of information given them, and ease with which questions could be answered. Convention bureaus, too, have told us that it gives them a better and quicker picture of A.A.I.T. and its

needs than any amount of correspondence or visits.

We think this reaction is because the questionnaire is, first, informative. Secondly, we are open and frank about all our questions, reasons for our requests, and importance of facts. And, third, the questionnaire, from the beginning, was developed with what might be called "practical altruism." We know that if we help hotels as much as we can, they'll help us as much as they can — and we both profit.

Essentially, that's the key to good public relations and sound profitable business. ♦



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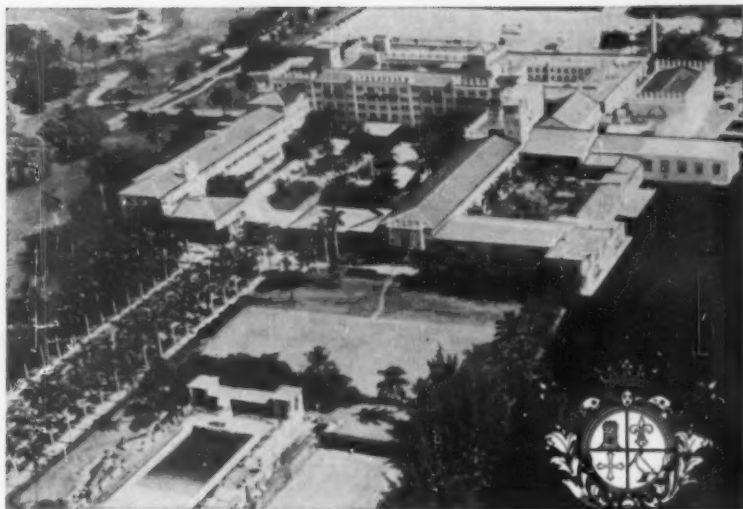
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For available dates: I. N. Parrish, Convention Manager, Dept. 23
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Will you complement a single room for AAIT treasurer (usually a woman) for the same period? Yes — No —

Will you complement two twin-bedded rooms for us to assign our doctor-speakers who, for the most part, stay only overnight, make their talk, and then depart? Yes — No —

(In Philadelphia and Minneapolis, the hotels are complimenting one twin-bedded suite, one single room, and two twin-bedded rooms.)

Will you furnish, without charge, meeting rooms for these functions:

Function	Without charge?	Name, floor and dimensions of room you suggest:
General Sessions	Yes — No —	_____
Luncheons	Yes — No —	_____
Roundtable Session	Yes — No —	_____
Cocktail Party	Yes — No —	_____
Nuns' Party	Yes — No —	_____
Two Breakfasts	Yes — No —	_____
Service Members Session	Yes — No —	_____
Committee Meetings	Yes — No —	_____
Equipment Clinics	Yes — No —	_____
Board of Directors' Meeting	Yes — No —	_____
Board of Advisors' Meeting	Yes — No —	_____

Would you please send descriptive materials on these rooms along with floor plans, dimensions and location (on which floor?)

Luncheons, Breakfasts

Estimating 250 up people for luncheons, what will be your charges for luncheons: Price(s) per person: \$_____ Sales tax: _____% Gratuity: _____%

Can you provide luncheon menus of such a nature that no entree will be repeated during the five days, and with an alternate of fish on Friday? Yes — No — (Please send sample menus with prices.)

Estimating 75 people up, for each of two breakfasts, what will be your charges for breakfasts: Price(s) per person: \$_____ Sales tax: _____% Gratuity: _____% (Please send sample menus with prices.)

Please describe your guarantee system for daily luncheons:

How far in advance is this guarantee place? _____

(continued on page 71)



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Cocktail Party

Estimating 250 people at the cocktail hour, and a consumption of 2-3 drinks per person, and with you providing a bar (scotch, bourbon, martinis, manhattans, beer, coke, 7-up) and hors d'oeuvres, what will be the cost to us per person? Cost per person, drinks and cold canapes only: \$_____ Cost per person, drinks plus hot and cold canapes: \$_____ Sales tax: _____% Gratuity _____%

Will all liquor be standard, name brands? Yes _____ No _____

Estimating 50-75 nuns for their own party, and serving them soft drinks and the same hors d'oeuvres as for our cocktail party, what would be the cost per person for the nuns? Per person, including drinks and hors d'oeuvres \$_____

Exhibit Hall

What will be the charge per booth, per day, for the use of exhibit hall for days it is open to convention registrants (usually two days, Tuesday and Wednesday, 10 a.m. to 5 p.m.): \$_____ per booth per day.

Or, if you do not charge on a per booth basis, what will be charge for the room you recommend for the hall? \$_____ per day.

(We need one room large enough — about 4,500 square feet — to accommodate 30-35 booths each no smaller than 8' x 10'.)

Will you provide the exhibit hall without charge on set up and dismantling days (Monday and Thursday), charging only for days hall is open for registrants to see exhibits? Yes _____ No _____

What is size, name and location of room you suggest for our exhibit hall?

Name _____ Dimensions _____

Location _____

(Please enclose a floor plan, with scale indicated, of this room — and also, if you have it available, a plan showing how some other conventions set up their exhibits.)

Will you provide ample lighting and electrical outlets without charge for the exhibits in the hall? Yes _____ No _____ If "no," at what cost? _____

(Please enclose rate structure for extra outlets, spots, or whatever you make charges for.)

Will an electrician or engineer be available at all times — quickly — not only for exhibit hall but for other emergencies in any meeting rooms? Yes _____ No _____

Electric lines in the hotel are: _____ volts _____ cycle _____ phase

(continued on page 73)

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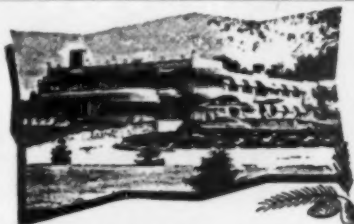
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Will exhibit hall be cleaned after set up and also after exhibit hall closes each day? Yes — No —

How many days, or hours, in advance of set-up day will hotel accept shipments from exhibitors? —————

Assuming exhibit hall would be set up on Monday, how soon before that would it be available for the decorator, drayage company, Railway Express, and exhibitors? —————

Will you store exhibitors' crates, without charge, for duration of meeting? Yes — No —

What is total capacity in pounds, of freight elevator? ————— pounds

What are dimensions of elevator? Height ——— Weight ——— Depth ———

What are dimensions of freight elevator doors? —————

What are dimensions of door openings into exhibit hall through which exhibitors' crates and equipment have to be moved? (feet and inches) —————

Will you insure that all exhibit hall doors are locked except at times as specified by us? Yes — No —

Will you provide security for exhibit hall other than seeing that doors are locked? Yes — No —

Whom do you recommend for us to use as a decorator for exhibit hall? (man's name, title, firm, address) —————

What drayage firm do you recommend for us to use? (man's name, title, firm, address) —————

(If you have duplicated instructions for exhibitors or convention managers regarding exhibiting regulations of hotel, please send a copy.)

Miscellaneous

Can any, and all, of meeting rooms be set up various ways — banquet style, classroom style, with individual roundtables for discussion groups — depending upon our needs? Yes — No —

Are there any restrictions against our Negro members any place in your hotel? (In other words, will our Negro members be treated exactly like any other member of our association at all times, being admitted to all public rooms of the hotel, and being given the same service as anyone else?) Yes, there are restrictions —
No, there are no restrictions —

(continued on page 75)

JPM & JMP

We don't put ourselves in the same class with J. P. Morgan. Old J. P. had his finger in just about every facet of high finance. However, we at Jack Morton Productions do have the facilities, experience and know-how to handle every facet of your convention or sales meeting. With JMP you will be buying a program tailored to your individual audience, experienced directors who will remain on the scene throughout the program, and a nationwide network of service offices able to handle your conventions and sales meetings wherever and whenever you need them. As always, JMP represents you, the client firm, not the performers. We have facilities and a knowledge of local conditions wherever you plan to hold your program. Contact our office most convenient to you.

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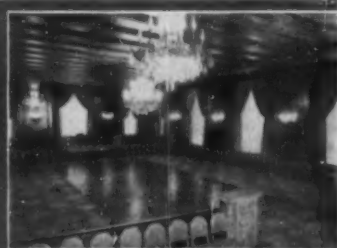
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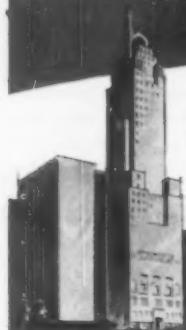
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If there are any restrictions of any kind for our Negro members, please describe them: _____

Will all meeting rooms be provided with P.A. systems and lecterns (where required), for all sessions without charge? Yes — No —

Will you provide, without charge, motion picture screens for general sessions and luncheons, as needed? Yes — No —

In your hotel, is a union projectionist required for our showing motion pictures and/or slides to our registrants? Yes — No —

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What are size (in feet) of your motion picture screens? _____ and blackboards? _____

Will there be any remodeling going on in your hotel during the period of our convention which would interfere in any way with our meetings and accommodations? Yes — No — If "yes," how?

Will you bill us at the close of the convention by sending your invoice to our executive director in Chicago? Yes — No —

Will you provide registration tables, chairs, blackboard(s), water and glasses in a location either in lobby or nearby room for general sessions (to be manned by us and convention bureau representatives) for duration of the meeting? Yes — No —

What location do you recommend for the registration table? _____ (Please indicate this on floor plans.)

Will you post all our sessions on your lobby bulletin boards and on elevator listings? Yes — No —

For our meetings we've provided in our program an insert for registrants to mail to the hotel to secure their room reservations. Is this the method you would prefer? Yes — No —

(We do not handle any hotel reservations except for the headquarters staff and certain speakers. All other persons make their registrations direct with you.)

If you prefer a different method, please describe it:

We appreciate very much your taking the time to answer these questions. It makes our planning so much easier. Please send whatever additional material, besides the questionnaire, you wish.

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FILM WITH CAST OF 10 made from A. T. & T. industrial show for florists.

A. T. & T. Buzzing on Two New Lines

Shoots picture from successful industrial theater script. Uses same cast and music. Original show for florist convention; film for local groups.

(Story starts on page 78.)

Expands use of exhibits at bigger share-owner meetings. Uses armory to present reports to over 12,000. Exhibits cover 250 running ft.

(Story starts on page 84.)



SHARE OWNERS TOUR exhibits at annual meeting to learn what company is doing. Exhibits explain electronics simply.



INSTRUCTION by Stubby Kaye (*Marryin' Sam* of *Li'l Abner*). He shows Jamarie Pettitt how to use telephone in A.T.&T. film version of "Cash On Your Line," at florists' convention.

Show for Florists Goes on Film

When industrial theater show seems destined to click, Bell Telephone decides to film it. Takes just seven days to put show on film after it is staged at florists' convention. To catch audience fancy, says A.T.&T., show must entertain and be tuneful.

When an industrial theater show is good, it is a shame to limit it to one or two performances. On the other hand, it's mighty expensive to put a full-dress show on the road to more than a dozen cities. (Some audiences might be too small to warrant a full-scale musical show.)

Bell Telephone System found itself with what appeared destined to be a hit, and was faced with the problem: What should we do after the one performance is put on? Answer was to make a film of the show and send the film throughout the country. Film

could reach every town and hamlet at small cost. Biggest cost was covered after A. T. & T. had the show written, cast and produced.

In August, Bell Telephone staged "Cash on Your Line" for the annual convention of Florists Telegraph Delivery Assn. "Cash on Your Line" was a professional-staged musical with a potent message: It pays for a florist to use the telephone to place orders with distant florists; it pays to promote "flowers by telephone."

Dramaturgy, Inc., Cleveland, produced the show. Before its creative

people went to work, they visited dozens of florists to pick up "trade talk" and idiosyncrasies of the flower business.

After the book was written for the show and plans started to move along, A. T. & T. liked the show to the point that a month before it was staged, putting it on film was considered.

Show was cast with real pros headed by William Frawley, irrepressible Fred Mertz of "I Love Lucy." However, just days before the show was to go on, Frawley became ill. Stubby Kaye accepted the chal-

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lenge to take on the starring role on short notice. In true show-must-go-on fashion, Stubby Kaye did an excellent job, and fell in love with his first fling at industrial theater.

Book and music for the show were by Michael Brown. There were six songs. Couple of the ballads had enough substance and melody to become popular. (Others, while good, had lyrics aimed at florists only.) A few Bell people have toyed with possibilities of having one or two songs released. Probability is that they will remain "closed" to the public, however.

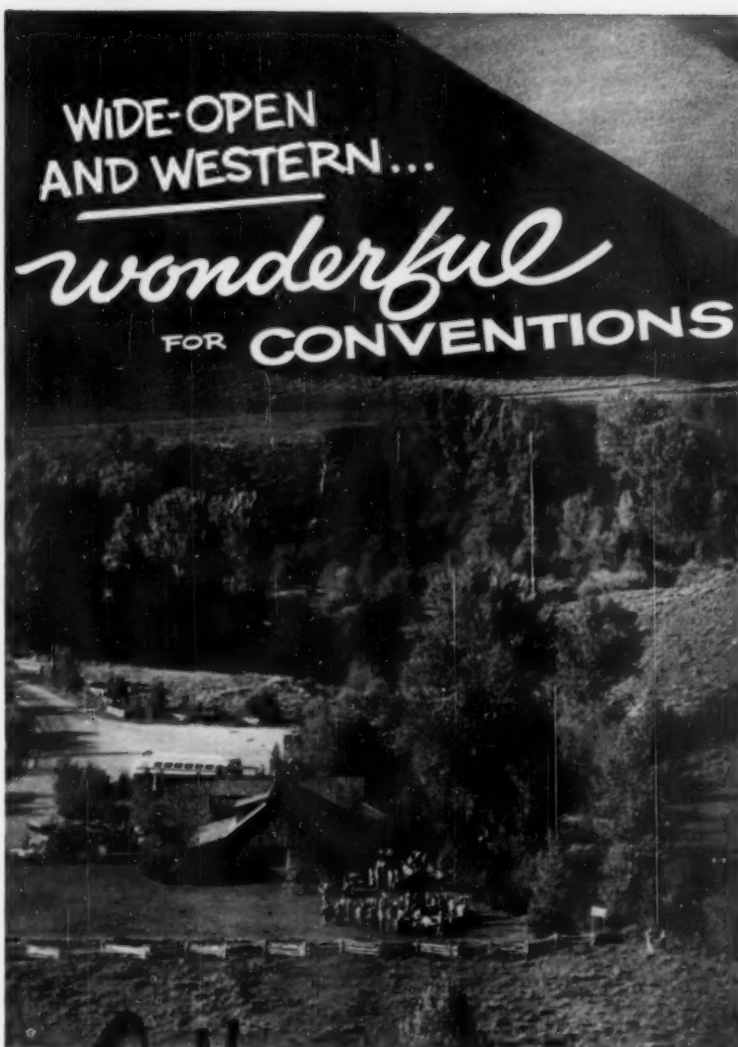
In original show which played to 1,700 florists, there were 17 actors, singers and dancers in the cast. When the show was put on film, cast was reduced to 10. It took four months to put the show together, but just seven days to reblock it, rehearse and film it. Less than a week after the original show was staged, the cast was rushed to Jerry Fairbanks, Inc., studios. Soundtrack was made on Monday. Next day reblocking and rehearsing was underway. In seven days, the film was finished. (Final shooting lasted just two days.) Original scenery was adapted for the filming to keep costs down.

There are some 25,000 florists in this country and Bell System hopes to reach most of the mat local or regional meetings where its film will be shown. Printed handouts probably will accompany film. Four printed pieces were made for the original show. A playbill was printed with not only cast credits and background of players, but with complete lyrics to songs.

Day before original show was staged (Aug. 19 in Statler Hotel, Los Angeles) a small folder was distributed to all florists at the convention. At the show they received two more printed pieces: playbill and color folder. Folder had a telephone imprinted on it. A cardboard telephone receiver had a long silver wire attached to it. When you lift telephone, eight miniature samples of window streamers and promotion pieces for florists dangle from the cord. Miniature pieces are in full color. This promotion piece, along with two others were prepared by Long Lines Dept.

Bell Telephone has good reason to promote long distance to florists. Company estimates that 90% of florists' business comes by telephone. A. T. & T. first became interested in florists in 1955. Then it produced a closed-circuit TV program to introduce its promotional efforts to flower men.

Henry Habley, exhibit supervisor, A. T. & T., says that the company has



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the **Saxony**

ON THE OCEAN at 32nd St. MIAMI BEACH

learned many things about industrial theater. One is: "A good book is most important. This is better than a review-type show because you can get more information to the audience in less time."

Habley indicates that it is worth the added expense to have original music and good professional cast. "Your show has to be competitive with local entertainment on quality level," he points out.

"Don't be afraid to sell" in an industrial theater presentation, says Habley. If it is handled tactfully, your audience won't resent the commercial aspect. "We try to sugarcoat the message to the point where it is accepted readily."

► To be successful with your audience, according to Habley, your show has to be two things: 1. entertaining; 2. tuneful. "Cash on Your Line" scored heavily on both counts.

Big mistake to make, says Habley, is to entertain for entertainment's sake within an industrial show. "Worst thing is to drag something in that doesn't fit," he says.

"Cash on Your Line," second experience with industrial theater for Bell, was a smoother and tighter show

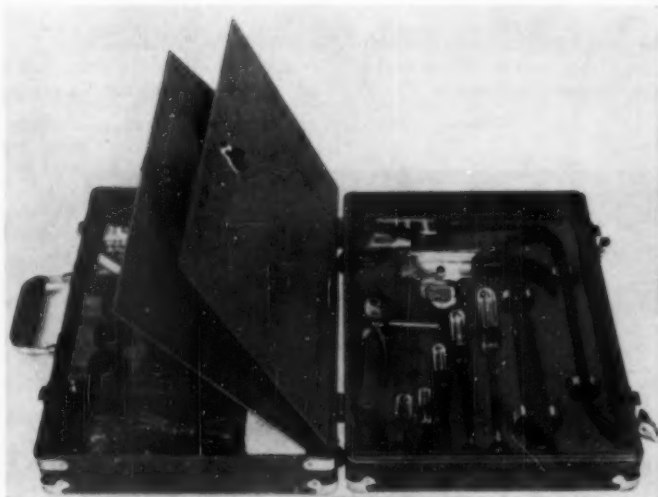
than its successful musical review, "What's Popping in Shopping," staged last January. Latter show played for executives who attended National Retail Merchants Assn. convention in New York City.

Show aimed at the florists had many underlining ideas to get across to flower men and one major theme: It's profitable to use the telephone. Worked into the script were all the good telephone habits that florists should cultivate.

Stubby Kaye, as manager of a florist shop, uses a new clerk as his foil. He passes on good business practice to his audience through his instructions and suggestions to her. Ideas passed on to florists went beyond simple telephone techniques—included methods to upgrade sales.

Not being afraid to sell, Bell threw in a plug for everything with which it is connected. Script had some good words for yellow pages, extension phones and prospecting by telephone—in addition to major emphasis on orders by long-distance.

Nobody is saying, but after two times out (with success both times), it appears that the Bell System may spark still more show business in the future. ♦



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SHARE OWNERS see products on display and note direction company is going with research.

New Role for Exhibits

A. T. & T. makes exhibits important part of share-owner meetings. Owners get chance to see new products; learn how company promotes them. Exhibits give attendees something to do during lulls.

American Telephone and Telegraph Co. knows how to please stockholders and how to get its story across to

them at meetings. Company certainly ought to: It has over a million and a half share owners and about 12,000

attended the last meeting.

What A. T. & T. does—that most companies don't—is to use exhibits at



EXHIBITS ran for 250 ft. and gave stockholders facts about company operations dramatically.



another Mayflower customer reports:

"he wants to be a Mayflower mover!"

● That's really what a customer wrote us about her son. Here's exactly what she said in telling us about her recent Mayflower move:

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What a fine compliment!

But Mayflower men get compliments from adults, too. Not only for skillful performance of their important duties but for being courteous, thoughtful, patient. After all when a family's being uprooted, what could be more welcome than expert help in a quiet, reassuringly business-like way? If you'd appreciate a feeling of confidence like hundreds of thousands of others when you move, call Mayflower.

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Only Mayflower men are "accredited"—qualified and kept up-to-date by special study, training, and tests.



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Safeguards all your items, even the most fragile, with special Mayflower methods and materials.



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Mayflower vans have no tailgates. All your goods ride inside, safe from weather, dust or theft.



Mayflower does all the work

Takes over the whole job! Moves you out and in, re-settles your new home completely as you want it.

JANUARY 15, 1960

its meetings for share owners. Its exhibits serve more than a dozen uses at stockholder meetings. Here are the important ones:

1. Free-time attraction: When thousands of share owners must assemble, early arrivers may have an hour or more to simply sit and wait. Rather than have them sit idly by, A. T. & T. has its exhibits set up and manned. When lunch time rolls around, many share owners must wait for box lunches. (Only 4,000 can be fed at once.) So while some eat, others

have the 250 ft. of exhibits to visit. Another time when exhibits provide something to do is when there is nothing for share owners to do during ballot counting.

2. Show new products: Share owners get a peek at what their company plans to introduce in the future. In exhibit booths, they can try new telephones and ask questions of company employees.

3. Explain operations: Graphically and with drama, exhibits let share

owners see the vast area of services offered by the company. Exhibits do not replace reports by company officials but supplement them. Exhibits show special equipment and how it serves a group of customers.

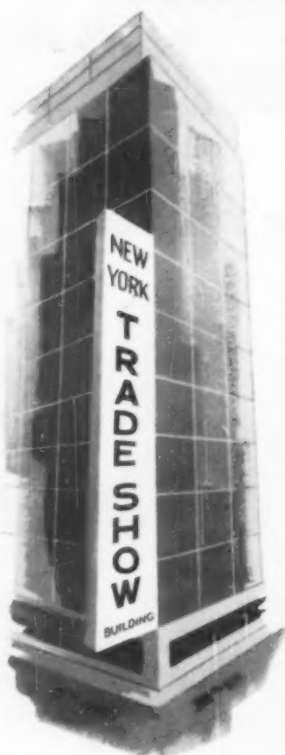
4. Tell marketing story: Via exhibits, A. T. & T. lets share owners see what tack the company takes to present its story to customers. Included in its show are exhibits designed for specific trade-show audiences. Thus, share owners see how company attempts to sell its services.

5. Points out progress: Company progress is dramatized with exhibits. Share owners learn quickly direction company is taking and get a glimpse into the future.

6. Sell subtly: Share owners are customers, too. So exhibits give company opportunity to expose sales message to customers with a vested interest. Thus, some exhibits talk about new color telephones and such items as "call director."

7. Instill pride: Huge display of company activities—products for future and defense—gives stockholders

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a sense of pride in "owning" this company.

In the past, A. T. & T. held its share-owner meetings in its Varick St. building (in lower Manhattan) which could be cleared to seat 3,000 people. However, due to wide spread interest in the proposed stock split many thousands of share owners indicated that they planned to attend the meeting in April, 1959. This meant a switch in site.

Kingsbridge Armory in the Bronx, N. Y., was selected because it offered an area that could seat over 12,000 and have room left over for lunch tables, exhibits and cloak room.

According to Roy Bertell, Inc., New York City, exhibits for the meeting had to be rushed in from all parts of the country to fill the 250 ft. available for them at the armory. Bertell who designs exhibits for A. T. & T., says exhibits had to be called back from the field, refurbished and integrated for the meeting in less than three weeks. A. T. & T. has 60 exhibits in use constantly since they are shown often by associated companies.

Two exhibit shops were used to build new headers and special pieces for the share-owner exhibits. Starting

at 1 a.m. Monday morning, exhibits began to move into the Armory. Before noon on Wednesday, all exhibits were in place, lighted and ready for first arrivals. Fortunately, trucks could unload exhibit pieces right onto the floor of the armory. A 12-ft. aisle was left in front of exhibits. This offered plenty of room for setting-up and provided enough space when the thousands of share owners began to pour into the area.

Logistics were a problem because just 60 ft. of exhibits were planned originally. (This is when the meeting

was supposed to be in Varick St. building.) To assemble almost 200 ft. more and integrate all of them into a smooth presentation is not easy at best. With exhibits all over the country and few weeks to go, many labored far into the night on this show.

In addition to exhibits, a sound system had to be installed into the armory. Speakers were hung down from the armory ceiling every 40 ft. They were suspended 20 ft. from the ground. A portable stage had to be installed and 15,000 chairs had to be rented. Cloak room facilities

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(rented) had to be moved in, too, along with tables and chairs for lunch service.

Of the exhibits shown at this share-owner meeting, six were brand new. They covered subjects of new business-type telephones and telephone booths, and company contributions to national defense.

All exhibits go back onto the road after the stockholder meeting. They are scheduled for use by A. T. & T. and associated companies. A. T. & T. pays costs of maintenance and warehousing and associated companies pay transportation costs to ship displays they borrow, according to Henry Habley, exhibit supervisor. "Most of our exhibits are shipped by padded van," says Habley. "We found that maintenance costs dropped 80% on displays when we moved them in padded vans." One man at A. T. & T. is in charge of keeping track of all exhibit units—keeps records on their condition and location. Habley gets regular reports on performance of exhibits out in the field.

► Right now A. T. & T. strives for lighter exhibits, says Habley. Smaller pieces with less weight and simpler construction ("no fancy ceiling") is the aim. Company gets a five-year life from its standard institutional exhibits.

It's an informal group at A. T. & T. that decides on what should go into exhibits, says Habley. Normally they work months ahead with their designers to develop each exhibit. A. T. & T. constantly explores new designs and materials for its exhibits. It wants its exhibits to reflect the strides it makes into the future with its research departments. Latest exhibit experiment for A. T. & T. were with color transparencies. Aim was to get as much bright light and true color as possible under all lighting conditions in exhibit areas.

A. T. & T. exhibits in about 40 to 50 shows a year itself. However, associated companies combined show exhibits between 2,000 and 3,000 times a year. Bell System companies use exhibits in everything from local fairs and meetings to giant industrial shows. Flow of exhibits between companies is not all one-sided. Sometimes A. T. & T. will adapt an exhibit from an associated company for its use.

► A. T. & T. has been using exhibits at share-owner meetings since 1949 with two or three exceptions. "Aim in design," says Habley, "is to be alert and aggressive." Stockholders want to feel that their company is forging ahead boldly. Exhibits are means to give "owners" a "feel" of company aims and plans. ♦

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Acting Course for Salesmen?

Training sessions by drama coach turns insurance agents into better salesmen. Sessions teach men how to use natural persuasion talents. Technique is role-playing on professional level.

By ROBERT ALVIN

Novel approach to train salesmen is to give them "acting techniques" that are taught to professional actors and theater students. To do this it is necessary to think of trainees as actors.

This training technique was used

with insurance salesmen. While these men do not deal in make believe, they do "play" the same role to sell policies.

When we started the training course, insurance men had not made enough connection between them-

selves as people and themselves as "insurance agents." Too much of their delivery still sounded canned and mechanical. This was what we hoped to eliminate through actor training.

To start the training program, it was necessary to think of our trainees

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New Role for Him, Too

Twelve years a dramatic coach, Robert Alvin now adapts acting methods to develop successful salesmen. While he has been a teacher and director of drama, he also has been a successful actor. He has appeared in such TV shows as: *Love of Life*, *Verdict Is Yours*, *Edge of Night*, *Camera 3*, *Naked City*, *Ed Sullivan Show* and *Armstrong Circle Theater*.

as actors preparing a role. Role is that of an insurance agent. To make role believable, I discovered that our men faced the same question every actor faces: identification. He has to link his identity with his "stage" identity. Role of insurance agent, although basically the same no matter who plays it, must be convincingly colored by the personality of the individual performer. (Performance of agent during a sales interview must have just as much sincerity and conviction as any fine actor's performance on stage.)

When an actor is taught to examine his personality, he studies patterns in which people communicate with each other. Our trainees practiced general principles as they might be defined in an acting studio. Later we focused on specific needs of individual class members. Since our concern had to do with selling needs, we were interested in the area of human communications that deal with persuasion.

► Our sales "drama" course ran three months. We started with two groups of seven men each. Sessions were two and a half hours, twice weekly. Class experience as agents ranged between six months and two years.

Actor training was an experiment and so attendance was voluntary. Company felt that salesmen might begrudge the time invested and desert the project since some techniques were rather indirect. However, of 14 men who started, all but two continued the course.

Aim of course was to emphasize that men had experienced "selling" long before they became insurance agents. First assignment for each man was to submit 15 examples of incidents in his past when he advised another person to take some action that would affect that person's fu-

ture. This was first attempt to get agent to see his personal potential as persuader. (Later on, some examples that were submitted were acted out.)

We constructed hypothetical situations to be acted out to link trainee's private habits of persuasion with his needs as an insurance agent. One example: Two insurance colleagues were asked to reconstruct a scene about their office. One man was given a reason (unknown to the other) to open his briefcase. Second man was told to talk the first one out of opening the briefcase. We pretended briefcase had been charged with enough electricity to kill a man when opened. However, the first man didn't know this, just as the second was unaware that the first man had been instructed to open the briefcase.

Other examples of acting out persuasion situations: One man was given pressing reasons to persuade another to leave class early. An attempt was made by another trainee to get a new car owner to give up his car for the week end. In all situations, none of the "actors" knew what the other had been instructed for this "general persuasion" exercise.

Later, men were asked to suggest "prospect" situations that they had experienced in the field. These problems were played. Men switched back and forth in assigned roles to provide insight into both sides of a given situation. By seeing how other men interpreted roles, class had an important stimulus.

► Without intent, class members prepared their roles just as many actors do. They practiced dialogue, acted out personal situations that demanded similar behavior to that of an assigned part. In this way, they compared their personal communication habits with learned stage methods.

Between insurance and non-insurance situations, trainees became conscious of the need to use words that prospects can visualize. Class learned to listen and recognize faulty techniques—an essential part of sales communication.

Need to attract and arouse interest is paramount in sales. To parallel such situations, each agent was instructed to attract interest of a group engaged in a word game. Objects were placed on a table: bunch of keys, ashtray, and cardboard "No Smoking" sign. Each man in turn chose an object and set out to captivate the class. Participant was allowed to assign imaginary qualities to objects in order to stimulate interest.

Further practice in approach was presented in what we called a "cold



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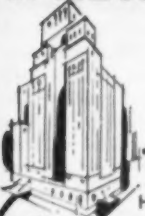
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canvass obstacle course." One man faced a single file of men. His object was to get behind the last man. He was allowed three minutes for each man. He was secretly instructed to make the first feel guilty, second amused, and third curious. If he succeeded to put a man into the proper mood, he was allowed to pass. Obstacle men did not know what mood was to be evoked.

"It's not what you say; it's how you say it!" men soon discovered. Word meaning varies in different situations. To introduce concept, men were given single sentences: "How are you this morning?" "Will you please close the door?" Trainees addressed each other with a particular relationship in mind. Class was then to guess relationship.

Another exercise was to give each man Lincoln's Gettysburg Address to recite. Each member was assigned a reason to use speech over an imaginary telephone. One man used Address to inform a fellow conspirator he must set off a bomb now.

Another was to instruct children. Still another was to dispel a lynch mob. Final man was asked to arouse guilt in a pleasure seeker. He was to request this brother to aid his family in an emergency.

► Men were shown how to analyze speech as an actor would. One trainee would give a speech, while the rest guessed his intent. In three weeks, everyone's speech was reviewed several times. Delivery was recorded and played back to speaker so he could measure his improvement.

Exercise illustrated the importance to know whom speaker is to address. One's relationship to another is a key to what words to use.

Each role presents an individual with different problems. In one role, he may not be able to convey a certain brisk authority. Or he may have

Any reader may check sales telephone effectiveness, as did Robert Alvin's class. Points to rate telephone contacts are:

1. Stated purpose of call.
2. Got prospect to enter into conversation.
3. Controlled and guided conversation.
4. Conveyed sense of immediacy in delivery.

trouble to produce humility. Need for these "shades in delivery" revealed itself in rehearsals.

One man was found to have difficulty because he used involved technical insurance terms in his conversation. To develop simplicity, he pretended to sell a seven-year-old child a policy over the telephone. One man, who had a seven-year-old, played part of child.

► To develop authority and poise, another trainee was asked to imagine he was a great king of insurance agents, famous for his wisdom in selling. Once every three years, the king selects a group of agents to advise in

grand court. He adopted a brand of dignity in the play, he had never before displayed in class.

Part of the course was devoted to telephone techniques. It provided a means to tie together all class work in communications. After weeks of practice, a live telephone was introduced into classroom. With this phone, men actually called real prospects. A speaker attachment allowed class to hear conversations.

Trainees in telephone contacts were: (1) To make prospects talk. (2) To determine whether to continue. (3) To continue with a specific intent in mind. (4) To convey urgency.

Some agents never really used the

telephone consistently until class exercises. One man commented, "I never liked to use this medium. Now I enjoy and look forward to it."

Telephone work seemed to have an indirect effect on many phases of selling. One man found that his approach in general acquired qualities of urgency and aggressiveness. Another showed improvement in cold-canvas contacts. He found pressure removed from his telephone technique.

By the end of course, over half the men expressed belief that some positive change in their selling habits had taken place. Practically all were optimistic about future sales. ♦



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NEW PRODUCT is sprung on sales force by Frank J. Rogers (top), general sales manager. This was at first national meeting for new department. At hotel Show booth (bottom) salesmen saw new equipment and learned how to demonstrate it — before show.



Admiral Ties Meeting to Exhibit

Well-kept secret, Admiral springs new product on salesmen and a day later on prospects. Sales meeting held before Hotel Show where salesmen demonstrate brand new system about which they just learned themselves. Company aim: concentrate enthusiasm.

to tie in the new product introduction at the Hotel Show with meetings for technical and sales personnel. Ten-man technical meeting was staged two days before the sales meeting. This

Admiral's sales meeting and exhibit couldn't have been kept more secret if they were part of a pirate's treasure. Indeed, the treasure theme for its sessions fit the circumstances like a patch on a pirate's eye.

Nobody knew about it except a few top-level people in Commercial Electronics Division, Admiral Corp. Plan was to unveil an electronic control system for hotels at National Hotel Exposition in New York City. At the same time, these things had to be done:

1. Launch department: In commercial electronics just three years, Admiral was about to formally launch its hotel department. It now had not just TV sets but complete electronic systems for hotel operators.

2. Indoctrinate sales force: Just a

year old, commercial division's sales staff never had had the "big picture." Many of the 30 men had never met the general sales manager. (They had been hired by regional managers.)

3. Introduce new product: An exciting new product line had to be shown, explained and some skills developed by salesmen to sell them.

4. Build enthusiasm: Admiral had to weld the force of new men into an aggressive sales organization with eyes set on a high goal.

It seemed natural to Frank J. Rogers, general sales manager, Commercial Division, to use a treasure hunt theme. He looked upon territory maps as treasure maps, "because in each territory was buried plenty of potential sales—every hotel is a prospect."

Three-part program was developed



"JOLLY ROGER," professional model, hands out treasure maps (of sales territories). She was part of decoration.

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require? What are the rates? Which ones offer special "packages" including entertainment, recreation, etc.? Which deliver the service and the facilities you need?

- **Appropriate dates.** Will your meeting conflict with another in the same category? What's the best time of year for the convention city that interests you?

- **Routing benefits.** Can travel to your meeting be routed so as to make the occasion even more interesting? For example, a group flying from an Eastern city to the West Coast was able to visit Mexico City en route *at very little extra cost!*

- **Attendance assurance.** What can you do to make sure of the highest possible attendance? The Convention Bureau can provide you with a *proved* plan that has resulted in boosts of 40% and more.

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DAN W. JAMES, President and General Manager
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technical team helped to install the new equipment in the exhibit and discussed plans for equipment installation and technical service for hotels.

After the Friday and Saturday sessions of technical men, the sales meeting opened on Monday morning. It started with a breakfast meeting (8:30 a.m.) in Hotel Manhattan. Sessions after breakfast were conducted in an adjoining room.

Decorations (from local theatrical prop house) carried out the theme "Admiral Sales Treasure Hunt." A model, decked out in abbreviated pirate costume, lent glamour to sessions as she assisted with props and handouts.

"We had no question and answer period at our sessions," says Frank Rogers. "Instead, we set aside a special suite where salesmen could come in after sessions to discuss personal problems. Why have a whole group waste time while a man asks a question peculiar to his territory and of no interest to the rest of the group? With the separate suite, a man's problem can be worked out confidential and quickly. Not only that, by cutting out question and answer periods, our sessions moved along at a fast pace."

Admiral considers its market for electronic message equipment in the hotel field to be an untapped treasure. Hence, Frank Rogers had Jolly Rogers (pseudonym pinned on the hired model—no relation to the general sales manager) hand out territory maps printed up as pirate treasure charts. These parchment maps were to point out hidden treasures in each territory (all hotels).

Speakers within and outside the company addressed Admiral salesmen. Kemmons Wilson, president, Holiday Inns of America, spoke to salesmen as an Admiral customer. He explained what he looked for as a customer and what he expected from salesmen. For this session only, questions and answers were permitted. Salesmen sounded out Wilson on his reaction to their ideas.

Giant treasure chest (part of the meeting room decor) served as repository of handout material and props. Jolly Rogers removed ad layouts from the chest as they were discussed by a representative of Admiral's agency. When Frank Rogers went through the new sales manual—page by page—Jolly was prop "boy".

"We didn't give out our new sales manual until after the session. If the men had the manual in front of them while I discussed tactical reasons for each page, they probably would be thumbing to some other page. With no manual to look at except the one

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in front of the room, we had complete attention," Rogers points out.

Manuals were distributed to salesmen in brand new attache cases (gold wrapped) which were drawn from the treasure chest.

Second day of the meeting started with breakfast again at 8:30 a.m. Group went from the hotel to New York Coliseum to see the new Admiral exhibit. At the exhibit, salesmen were shown the new equipment for the first time and trained to demonstrate it. They had actual practice; rehearsed best ways to get story across to prospects.

While rumors had traveled the grapevine about this new message equipment for hotels, nobody below general sales manager (including assistant general sales manager) had seen it. Salesmen didn't even know it was to be exhibited at the current Hotel Show.

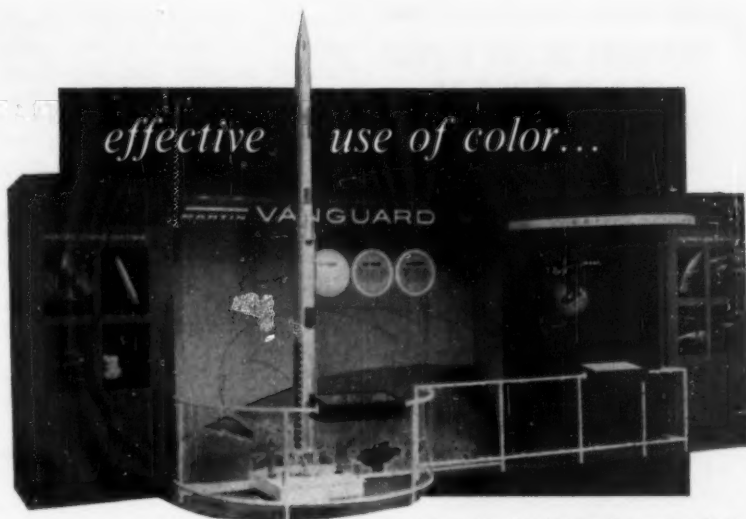
Within a few hours (show opened at 2 p.m.), Admiral salesmen had to learn all about the new equipment, understand all the advantages of it to a hotel, and commit enough facts to memory to be able to present it intelligently to prospects.

"Fortunately," says Frank Rogers, "the equipment is so easy to operate—you just push buttons or turn dials—it doesn't take long for a salesman to learn how to demonstrate it."

Equipment allows a hotel guest to dial to various departments in a hotel and place orders directly without going through telephone operator. Equipment also allows room maids (by pushing a button) to signal housekeeper when a room is made up. Thus, the housekeeper can look at a bank of lights and see exactly which rooms have to be serviced.

Front desk is tied into this system, too. By looking at a bank of lights, desk clerk can see which rooms are occupied at any instant. When he sells a room, he merely pushes a button. The light on his board goes out and also signals housekeeper of need for service in that room. When a guest pays his bill to check out, cashier can signal through this system that the room is ready to be sold again. Thus, major departments in a hotel know exactly what state each room is in at any instant.

► How could Admiral salesmen explain this simply to show visitors? Company's exhibit booth had a replica of a room from new Denver Hilton which will be the first hotel to have an Admiral electronic message system. Behind the "room", Admiral showed the light boards that signal departments on the status of rooms. When a salesman (or the hotel prospect)



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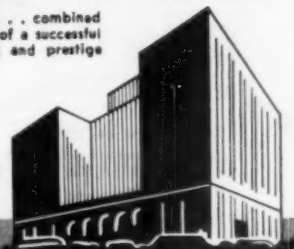
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dial for service in the "room", lights on the panel on the exhibit backwall showed what department was called and showed how information was relayed to light boards.

"Not only did our exhibit get plenty of leads and stir up a great deal of interest in our new equipment, we learned many uses and advantages for the system that we hadn't even considered," says Rogers. Based on show interest, Rogers sees a rosier picture for the future than the most optimistic guesses in advance of it.

"We were more interested in sell-

ing our own people than prospects," says Rogers. "We knew if we could build enthusiasm in our sales force, this equipment would sell. That's why we tied the show and meetings into one package." Concentration of excitement was the aim.

If the close of the meeting was old hat to meeting planners, it was new to the 30-man sales force. Taped to the bottom of each chair was a silver dollar. Rogers told the men to look under their chairs and intoned the famous old words: "See, to make a buck you have to get off your seat."

"Hot" Game Tickets Lure Dealers to See New Line

Dealers and salesmen have a ball at a ball park with introduction of Philco line. Comiskey Park used for "open house". Tickets to game were incentive for salesmen. Crowd of 1,000 attended.

Who ever heard of a distributor's open house (to show a new line of appliances to dealers) being held in a ball park? It worked in Chicago. A crowd of 1,000 dealers, dealer salesmen and wives had themselves a ball in a ball park last September.

Philco Distributors, Inc., Chicago, held an open house at Comiskey Park to announce the 1960 Philco laundry line. Line showing was held under center field grandstand seats before the White Sox-Detroit night game.

A closed-circuit telecast from Philadelphia to announce the new line was main attraction. Delicious roast beef dinner with all the trimmings was a close second. Evening was a success, but a great deal of "blood, sweat, tears" and hard work went into planning.

Here's how it came about: Harvey Dickson, advertising manager, Philco Distributors, had the idea to buy a block of White Sox tickets, red hot at the time. Idea was to use these tickets as premiums to dealers with appliance purchases. Philco's local

agency, Terry, Gray-Schwartz & Harris, met with Bill Veeck, White Sox president, to talk over this idea. Naturally, Veeck is primarily in business to sell tickets and certainly welcomed the idea. However, being a tremendous promoter, he wondered if this promotion could be expanded for bigger benefits for White Sox and Philco. As the conversation progressed to a discussion of Philco's future activities, idea of a new type of distributor open house began to take shape.

Problem in appliance industry is to get the dealer organization to attend the distributor new line showing. This is a national problem because dealers who handle multiple lines are exposed to 12 to 20 different manufacturer line showings each year. This has taken away enthusiasm to attend any individual showing.

If a run-of-the-mill open house won't bring them out, the red hot White Sox would. Luck played a big part. As it developed, the night Philco was to hold its closed-circuit

telecast, the White Sox had a night game scheduled with Detroit. Timing became perfect, everyone went for the idea.

Of course, there were a number of problems to solve for this special!

1. Area underneath grandstands in the ballpark is nothing more than a wide concrete isle. Fortunately, the park had recently been cleaned and painted, and an area was found under the center grandstand seats that could be used.

2. Could the TV cable for the closed-circuit broadcast be brought into this area? As it developed, lines were brought into this area quite inexpensively. This problem was solved when another reared its head. Only 10 TV receivers can be hooked up to a cable. For perfect performance, 24 sets were needed. This was solved by amplifying the video as it came off the cable. Then another problem reared up—not sufficient audio. This was solved by using the amplifier speaker set-up to flood the area with sound.

3. To section off the area, Firms Studio brought in drapery material and banners. It closed in an area sufficient to handle what would be maximum turnout.

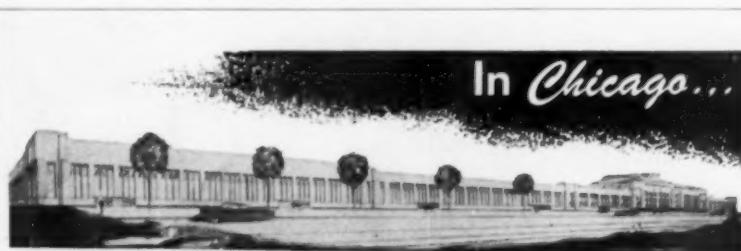
4. Special attention had to be given to problem of timing. Many retail outlets are open until 5:00 or 5:30 p.m. Telecast had to be held nationally at 5:30 p.m. Since the ball game started at 8:00 p.m., this left two and a half hours in which to show a one-hour telecast, serve a major dinner with all the trimmings and get the merchandising program across — and finally, write orders. This appeared to be an insurmountable problem. However, with close cooperation of Christensen Catering Service, it worked out fine. Telecast was from 5:30 to 6:30 p.m.; dinner was served promptly

ly at 6:30 and distributor salesmen had a captive audience. (It's hard to move away when you are eating.) At 8:00 p.m. all guests were in their seats to cheer the White Sox on to what developed to be a loss.

5. A program of this type, for obvious reasons, costs far more than the normal open house. To help pay for this, dealer principals were invited free, but retail sales people had to sell a given number of Philco appliances to receive one ticket and an additional amount to receive the second ticket

for their wives. This may have been the first time a salesman had to earn his way to attend an open house.

6. Next problem was how to make sure these people would show up to attend the 5:30 telecast and not just arrive for the 8:00 p.m. ball game. This was handled by issuing tickets to the Philco meeting at which time these were exchanged for reserved ball park seats. As it developed, this was the insurance policy that provided Philco Distributors with its best open house.



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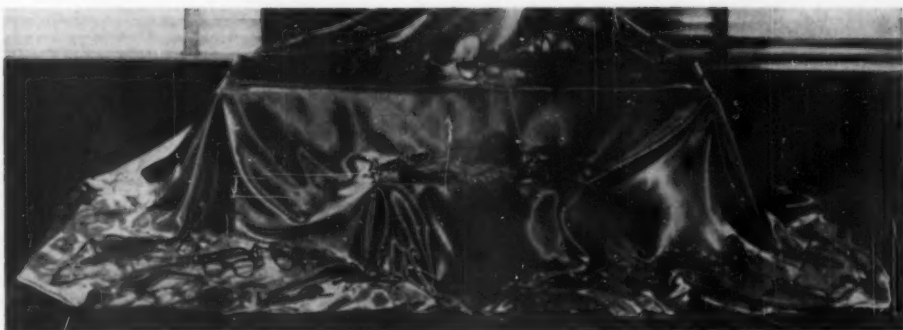
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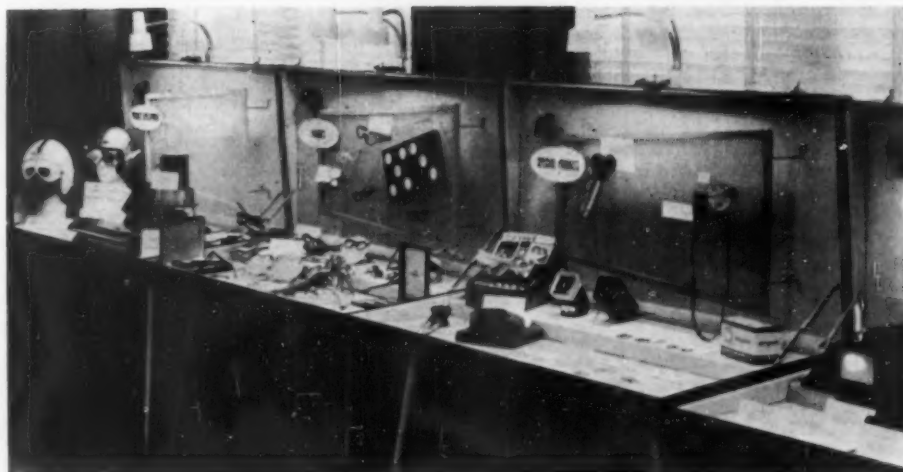
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FIRST TRY at display for trade was meager but successful. It was now trend for eye care field.



NEW UNITS are designed for portability, attractiveness and wear. Parts pack into cases.



Portable Display in Eyewear Field

It took long time before eyeglass-frame salesmen could show entire line. Now American Optical Co. has special exhibit cases on regular tour. Program three years old, still going strong.

Since more than 80 million people in the United States wear eyeglasses, sale of spectacle frames cannot be considered a small operation. Yet, despite this tremendous market, it was almost a century and a quarter from the time the first steel spectacles were produced in America that a real innovation in their marketing was introduced.

Leading optical manufacturers have a customer list of 25,000 to 30,000 accounts, made up of members of the eye care professions—ophthalmologists, optometrists and opticians. Tradition-

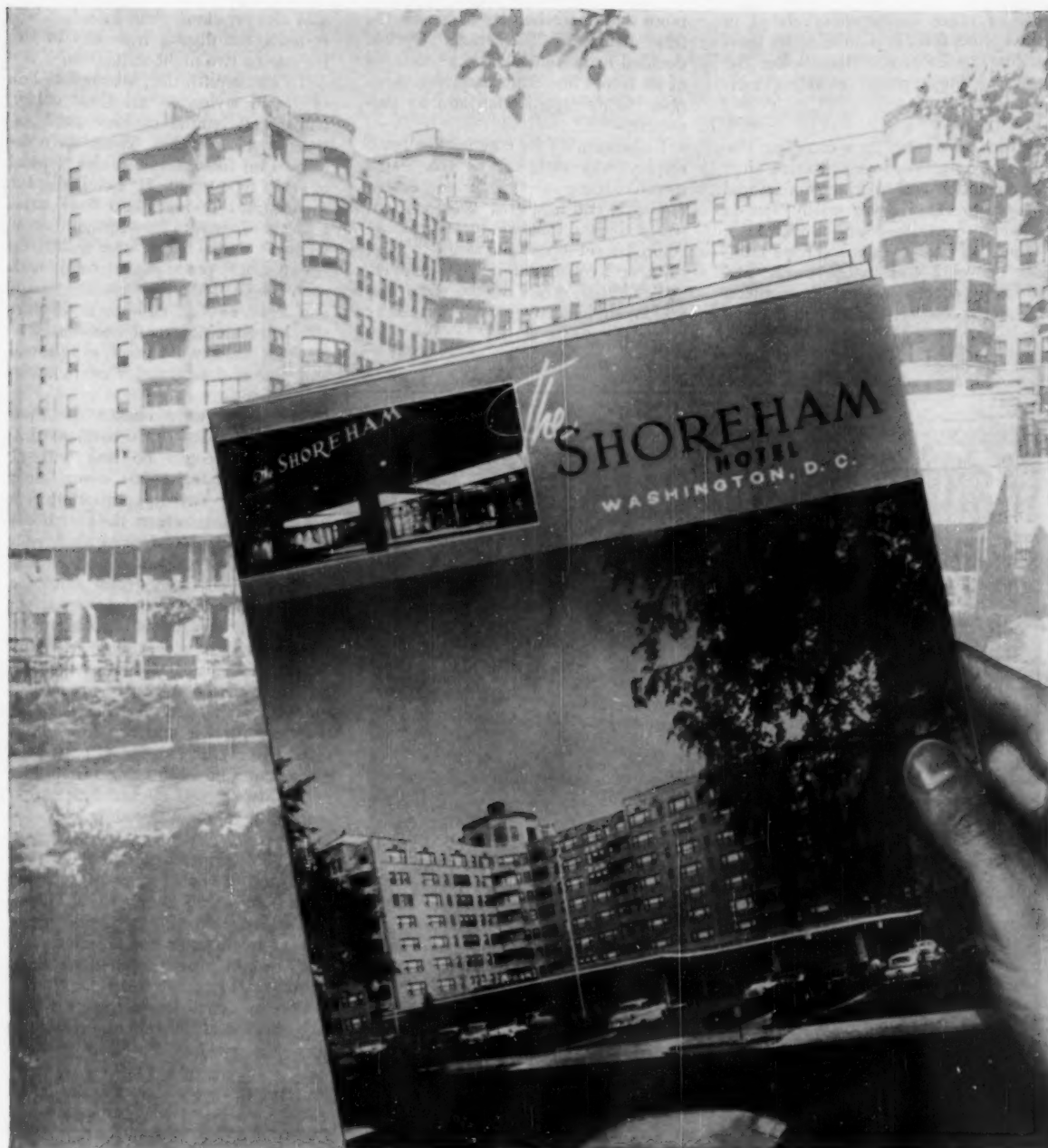
ally, sales of frames are made by salesmen who call on each account. They carry a sample case of latest styles, plus a few older, popular models.

Until the late 1930's, when plastic frames began to gain ascendancy, most eye glasses had simple metal rims, or were of the rimless variety. With the advent of World War II, and explosive growth of the chemical industry, new materials and colors added an untold number of styles and hues to eyewear. Salesmen, limited in their presentations to what they could carry, continued their rounds, showed

the latest, but little else. This situation existed until Fall of 1957.

At this time, American Optical Company, oldest and largest firm in the traditionally staid industry, began to take a close, hard look at the long-standing practices of itself and its competitors. Problem of how to show an entire frame line of perhaps 30 different styles, each in a half dozen colors and with as many trims or ornamentation, was given particular attention.

Answer was found, surprisingly enough, in a method used by a num-



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John E. McMurtagh, Sales Manager

JANUARY 15, 1960

103

ber of other industries unrelated to the optical field. It is an effective mass selling device in use since before the turn of the century: traveling merchandise show.

► Idea of setting up a complete display of optical eyewear at other than a convention and inviting professional people to view it was totally new in what is considered an ethical field. What had been overlooked for a number of years was that eyewear had suddenly become high style, and as a fashion accessory, frames had become

more than mere holders of lenses. On this assumption, American Optical decided to present all the advantages of its frame line from a styling viewpoint to its organization and its customers.

Responsibility for creating the basic display was assigned to the frame merchandising manager, frame design manager, and firm's art director. Goal was a display that would be striking, could be set up in an average hotel suite, and yet so simple that the average salesman could do the entire job within an hour. One-man portability

was also required, since intention was to move the display from city to city for one or two night stands.

To accomplish this, a complete line of frame styles, in all their colors, trims, and temple or bow combinations was assembled. These were arranged on four sample tables, typical of the type used in hotel display rooms, and divided into four categories: women's for formal wear, women's casual wear, and children's. Appropriate props were used with each class: balloons, drawing pads and crayons for children's display; silk handkerchiefs and costume jewelry for women's formal eyeglasses; and pipe and ashtray for men's table.

► All props were chosen for their availability in any local area, so that replacement could be had without difficulty. Material to cover each table was supplied in appropriate colors and textures to form the best background for types of frames displayed, and red velvet skirting was included to carry out company's color motif.

After satisfactory arrangements were decided upon, photographs were taken of each table. AO's art department hand-painted in background cloth colors, to be used as a guide in laying out displays. A chart was hand-drawn and reproduced by offset to indicate location of each eyeglass frame on each table. Then, the entire display was packed in a single wooden case, ready for shipment.

► For test purposes, Hotel Carter, Cleveland, was chosen as a representative hotel in an average city. Week before the show was to open, American Optical salesmen in Cleveland area sent out invitations to all their customers to invite them to attend. Letter sent emphasized that this was to be the initial showing of a new type

Man on the move



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Plaza! Delicious French and American cuisine, air-conditioning dial-controlled in every room. All rooms have private bath, radio, and TV. Central Park is at your door... and Broadway, Fifth Avenue, Radio City, the new Coliseum, are just a step away. "See what I mean? Ideal!"

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presentation of the complete AO frame line.

Chosen to handle first test were the frame merchandising manager and sales representative from company headquarters in Southbridge, Mass., assisted by firm's local branch manager and one salesman. It was decided to run the first show for three days for evaluation purposes beginning on Wednesday, Oct. 8, 1957.

Despite unexpected difficulties usually inherent in the first test of a brand-new concept (fuses blew the first time a spot light was plugged in; one sample table was a foot too short) reaction of the trade was overwhelming. In the beginning, visitors arrived slowly, but their enthusiasm over the presentation was unanimous.

► Not one of the visitors realized that he had seen all of these frames at one time or another during regular salesmen's visits.

As word spread, tempo of visitors increased, and traffic climbed steadily for the final two days. Original reaction of favorable surprise and interest held throughout the entire showing, and was further supported by the amazing figure of 90% of those who attended placed orders for frames.

Following the initial success, display was assigned to local AO salesman who had worked the first show, and taken to Pittsburgh, Detroit, Akron, and 12 other cities in the regional sales area. Here are actual excerpts from his final report, when the tour was concluded:

"Customer reaction was excellent. In almost no instance was there a disagreement or indication of resentment regarding this method of presenting our product."

"In several instances, customers made the point that trade shows (exhibited at by all manufacturers together) were overwhelming and that purchasing decisions were difficult to make because of tremendous variety

of style and manufacturers. Our show solved this problem."

"In numerous instances, we were able to discuss specific problems and various complaints with customers. If for no other reason, program provided an excellent opportunity to do a job of customer relations."

"In several instances, prescription service and other laboratory problems were discussed with positive result of increased work from customers who had discontinued using our services."

"In most instances, our own people were not entirely aware of the extent

and versatility of our own frame line. Program was most valuable in providing information in this respect. It also did much to increase our own enthusiasm."

► While the first display was visiting 16 cities, work was begun to assemble 11 duplicates, one for each of AO's 11 other selling regions. Itineraries were laid out for each, and within five weeks, 12 identical shows were in operation throughout the country. Before the halt for the 1957 Christmas holidays, AO customers in over 100

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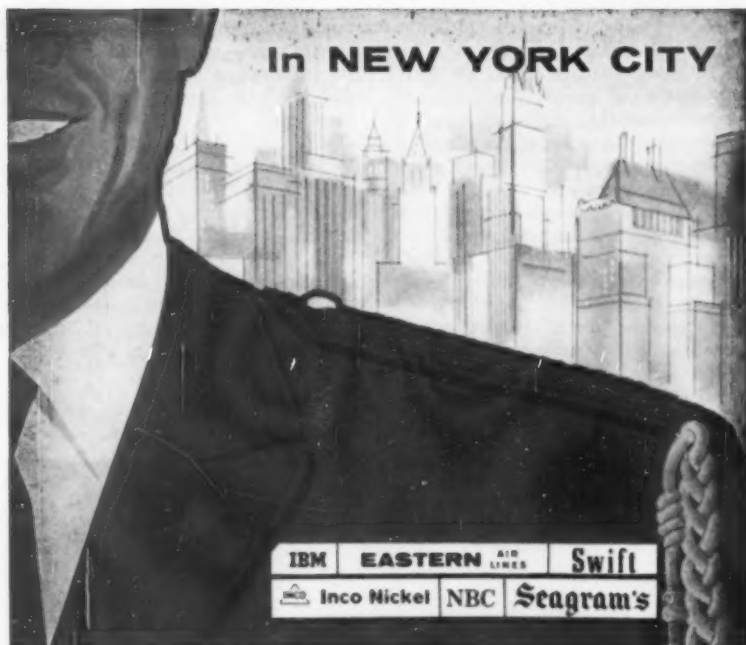
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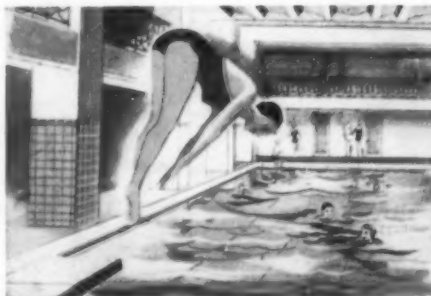
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cities had seen the complete display.

Having found a successful method of merchandising its line, American Optical did not remain static. Early in 1958, Sales Promotion Department engaged Display Workshop, Hartford, to design a self-contained itinerant display, to be used specifically for its traveling frame show. Result was a plastic case 30" x 60" x 6" deep, complete with screw-on legs which eliminated need to secure sample tables.

Weighing less than 25 pounds apiece, a set of four made an easily carrier, attractive and complete show, ready to be set up at a moment's notice.

In May of 1958, the new units were dispatched to each of the company's regions, and the second show was on the road. Theme this time was a birthday party, celebrating AO's 125th anniversary, and invitations asked company's customers to help it celebrate. Press kits to cover the event, written expressly for local consumption, accompanied each unit, for distribution to editors by company representatives in the area.

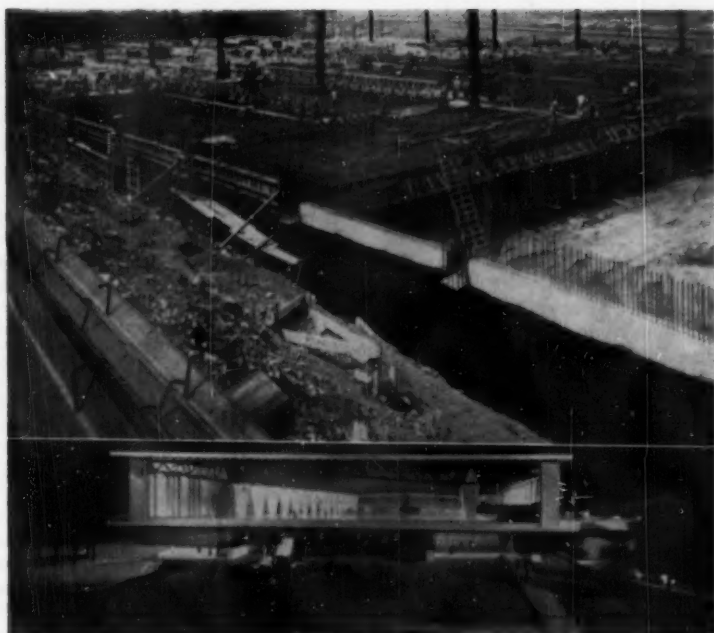
Response to second tour was even more favorable than to the first. Previous visitors had, for most part, found their time well spent and liked the ease with which they could select from a wide variety of styles. Accounts who had not attended the original show had heard so many reports during intervening months that they were presold on the idea long before the display opened in their towns.

After the second formal tour, each display became the property of the region to which it was assigned. Since that time, they have been regularly used, not only for frame style shows, but for displays at local optometric society meetings, state conventions, open houses at AO branch laboratories, and on the numerous other occasions where an attractive display was needed.

Once a year, all cases are shipped to Display Workshop for refurbishing, where velvet linings are cleaned or replaced, scrapes and nicks repaired, and legs repolished. Under this system, the 12 units remain fresh and presentable, in top shape to continue newest in marketing methods in optical industry. ♦

**WANT LIST OF ALL
TRADE SHOWS?**

See page 13



CREWS work toward November opening. Below, model of finished hall.

New Chicago Hall At Halfway Mark

Slated to open in November, \$34-million building is on schedule. Hall planned to handle two or three shows at one time. Theater facilities in building are most modern anywhere. Parking lot will handle 7,500 cars; large terminal provides for 400 taxis.

Chicago's Exposition Center, on lake front at 23rd St., passes the half-way mark on way to a \$34-million building. It is to be opened in November. Center will incorporate all facilities under one roof. Building (36 million cubic feet) will be air-conditioned and provide facilities for trade and public shows, fairs, expositions and conventions. A variety of recreational, educational and cultural events are to include ballet, symphony and opera as well.

New Exposition Center is 2.5 miles from center of Chicago's Loop. Regular bus service will be available. An adjacent parking lot will hold 7,500 autos, and large terminal provides for 400 taxis.

Constructed on sloping land, Cen-

ter will have two main floors at ground level. Upper floor, to be exhibit area, will open onto 23rd Street plaza. Lower floor, to accommodate meeting rooms and restaurant areas, will open onto a promenade 20 ft. above Lake Michigan.

Main exhibition area is to cover more than 300,000 net square feet. Floor at street plaza can be used as a single unit or divided by movable walls into two or three independent units with separate entrances. Trucks may drive indoors to unload.

When exhibition area is divided, two or three shows can be held simultaneously. Minimum ceiling height is 30 ft. Fluorescent overhead lighting delivers 50 foot candles of illumination at floor. Capacity of the exhibi-

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tion floor is 400 pounds per square foot.

All utilities will be supplied from conveniently located ports which provide electricity (110, 220, 440 V.), water, drainage, gas, compressed air and telephone.

In addition to the spacious exhibit areas and complete utility services, Exposition Center plans offer modern facilities for program presentations. Center is to include large theater-type auditorium, assembly hall and numerous meeting rooms.

Plans call for a 5,000 seat audi-

torium, completely equipped for commercial and cultural presentations. Seats are to be stepped and staggered to provide clear view.

Auditorium was designed by architect Alfred Shaw and consultants Edward Stone and John Root. Sam Leve, New York designer, and John Ditamore, technical director of Purdue University Music Hall, collaborated with architects on design of stage facilities.

Architects Shaw and Stone developed the auditorium's controllable acoustics—a new technique for "tun-

ing" sound characteristics. Acoustics will be controlled behind decorative screens suspended from sound-reflecting walls. "By making use of this masking-screen technique, we will be able to achieve our technical and aesthetic objectives independently," Shaw comments. "This is a tremendous advantage design-wise because contour or surface of a wall which pleases the eye often may pose a serious acoustical problem, and vice versa," Shaw continues.

Stage dimensions are to be 90 ft. by 52 ft. Off-stage work area will be 10,800 sq. ft.; extra work area will provide an additional 4,320 sq. ft. Ample dressing rooms are on stage level. Hydraulic orchestra lift (1,295 sq. ft.) will accommodate 100 musicians.

Suspended above stage will be 10 rows of borderlights and five rows of powerful spots. Light complement includes more than 250 spotlights to range from 1,000 to 5,000 watts plus 10 arc spots. Lighting system can be controlled either from backstage or from master control board in the control center. Master board has in excess of 1,400 individual controls plus facilities to change color medium of all spotlights.



**Richard Frey —
Seller of Service**

Dick Frey is Vice President-Sales of the Hollywood Beach Hotel. A quarter century of experience both in hotel sales and as an association executive has given Dick the "you" viewpoint. This is reflected in the understanding way he sells the superior service and facilities of the Hollywood Beach Hotel.

Dick is a member of the Hollywood Beach sales team, which is backed up by a service team of 400 experts in catering to group meetings. When you think of this exceptional service team combined with the hotel's outstanding facilities, the Hollywood Beach's competitive edge becomes quite evident.

brick and mortar facts —
american/modified american/european plans • completely air-conditioned • 500 guest rooms and suites • 40,000 sq. ft. of meeting space on one floor • free exhibit space • free golf and tennis • Olympic pool & 1000 foot private beach • professional entertainment and ladies' programs • sensible rates.

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Hollywood, Fla.: WA 2-4551

nord et sud

Search where you will, you'll have a hard time finding as charming a spot as Mont Tremblant Lodge for your next meeting!

Here, at the foot of the Laurentians' highest peak, is a complete French-Canadian village with every facility, every service to delight your delegates. Comfortable accommodations for up to 300 persons... an experienced staff to handle all details... a wide variety of meeting rooms at your disposal... delicious food.

In winter or in summer there is every opportunity here for work and play at one of the most famous resort clubs in the Americas. Rates are surprisingly modest, and your inquiry is respectfully solicited.



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Montreal

**Mont
Tremblant
Lodge**

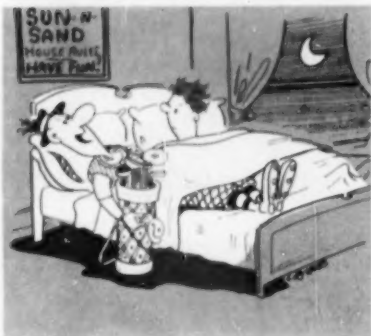
Club & Cottages
Mont Tremblant, P.Q.
Canada

Siegfried Faller, Jr., Sales Mgr.
Telephone: St. Jovite 83

Master control center for the theater is a combined arrangement of control facilities suspended under the mezzanine at rear of auditorium. Location provides a vantage point from which operators can adjust all equipment for the best interests of program. Master control center contains a projection room, two arc spot rooms, master light control and technical director. Arrangement provides complete technical coordination between speakers, artists, clients and operating personnel.

Sound system will consist of five channels of stereophonic channels around auditorium. This five-channel system can handle 32 microphones at a time, plus simultaneous injection into system of records, tapes or any other effect. Microphones are installed in the footlights on both the stage and orchestra lift. Microphones can be hung or placed anywhere on stage and side stages.

Projection services will be provided from room located in the master control center. All kinds of visual aids and effects can be projected from plant. Motion picture films include 70mm, 35mm and 16mm. Still slides facilities include 2" x 2" slides, 3 1/2" x 4" and 5" x 7" slides.



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Assembly Hall is to seat 500 in meeting room area. Hall has a permanent stage 46 ft by 18 ft. It is equipped with motion and still projection facilities.

Fourteen meeting rooms are located near exhibition area. Rooms vary in size and will accommodate up to 800 people. Rooms are to be equipped with chairs, tables, platform risers, public address system, and projectors and screens for film presentations. Ten of the meeting rooms are 60 ft. by 30 ft., capacity 200; two are 60 ft. by 50 ft., capacity 400; and

two are 60 ft by 90 ft., capacity 800.

Glass-walled restaurant area provides patrons with a panoramic view of Lake Michigan. There is to be a full-service dining room, capacity 650; a self-service restaurant with three food lines, designed for 1,800 per hour capacity; plus full banquet service for groups up to 500.

Lake front center is managed by Metropolitan Fair and Exposition Authority. Edward Lee, formerly vice president-general manager of Waring Enterprises, is general manager of Exposition Center. ♦

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the most convention space
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60,000 SQUARE FEET OF EXHIBIT SPACE

Make the Claremont headquarters for your next convention, sales meeting, conference, professional seminar, new product introduction or exhibition. It's the liveliest resort hotel in the West.

22-acre garden setting.

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Banquet service for 4,000

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NOW MORE THAN 30 MEETING
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Murray Lehr, managing director
Victor Roberts, resident manager
in San Francisco: HOTEL CANTERBURY,
Willard Rutzen, manager



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meetings, conventions and solving any other travel problem you may have. For reservations, see your Travel Agent, or call United Air Lines.

**DC-8 Jet nonstop service coast to coast:
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THE BEST OF THE JETS...PLUS UNITED'S EXTRA CARE



ARTHUR GODFREY ad libs plug for TV Guide (only "commercial" in program).



SPEAKERS and TV personalities line head tables at Sales Exec luncheon.

Story Behind TV Guide's Preview Meeting

Some of the strangest meetings grow out of a mixture of compounded ideas. This was the case with TV Guide's closed-circuit TV program to sales and advertising executives last

Fall. This strange meeting was a one-hour sponsored television show without planned commercials that reached four audiences.

It all started when New York Sales



Attraction..

but no distraction

Quiet, charming 6,000-acre estate in the scenic Poconos. 3 hours from New York and Philadelphia. A perfect setting for meetings, conferences, sales outings. An outstanding opportunity to combine business with pleasant relaxation.

Check these advantages

INDOORS

Fine accommodations for 400 • 840 seat Auditorium with Stage • Completely Equipped Meeting Rooms accommodating from 10 to 300 • 3,000 Volume Reference Library • Play Room, Television, Radio and Dancing • Stenographic Services and Teletype.

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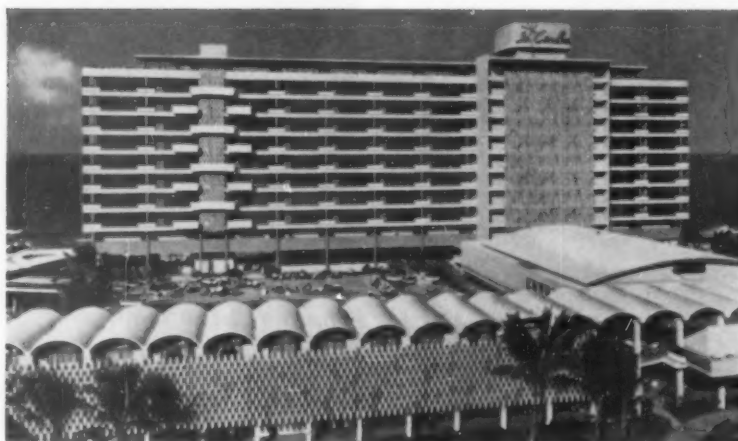
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Loretta E. Ziegler, Convention Manager

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the Big Change in Puerto Rico's Horizon

La Concha offers exciting newness, spectacular beauty
—against a backdrop of foreign enchantment!

Old-world charm, exotic, foreign flavor—fascinating places to go, new things to do—plenty of sun, ocean fun! These are the rewards of meeting away from the ordinary... in the Caribbean... in Puerto Rico!

And because Puerto Rico is a part of the United States, you'll feel right at home here—with American conveniences, American cuisine to suit your mood, and no language or currency problems to bother you. Today, some of the biggest conventions are being held in Puerto Rico... where you're at home *abroad*!

The magnificent, new la Concha—now in its second season—is located on its own ocean beach, in the fashionable Condado section of San Juan. Facilities for your enjoyment include cabana club, king-size pool, two main dining rooms, night club, three cocktail lounges. Tennis on premises. Golf privileges. Completely air conditioned. 250 rooms. No passports, visas, or vaccinations necessary for U.S. citizens.

La Concha was designed—and staffed—with the handling of conventions, sales meetings, and other groups in mind. The grand ballroom will accommodate 700 persons... other meeting and banquet rooms adapt themselves to smaller groups. La Concha is completely equipped to provide sound, projection, and lighting equipment—and other accessories—as well as photographic, publicity, and secretarial services. *Attractive convention rates!*

Send for Colorful Convention Brochure!

If you like your meetings with a dash of the unusual, send for your free copy of la Concha's beautiful and comprehensive convention brochure. Write to: Henning Mogensen, Acting General Manager, Hotel la Concha, San Juan, Puerto Rico. William P. Wolfe Organization, Representatives.



laConcha

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HERSHEY, PENNSYLVANIA

"Open Year 'Round"

Reservations
Write: Room 5

Robert P. Cournoyer
Managing Director

Executives Club made available to the magazine a September date to provide a program for its weekly luncheon. Date coincided with the magazine's annual Fall Preview Issue, an issue that spotlights upcoming TV programs.

Why not bring a live preview of television to the audience, TV Guide officials asked? Philip Kelly, president of SEC, and Harry White, executive director, thought it would make an interesting program. However, since Philadelphia's Poor Richard Club members also meet Tuesdays, they were invited to participate in the program via closed-circuit TV, and they accepted. They were joined by members of Cleveland Advertising Club and the Broadcast Advertising Club, Chicago.

► Then problems started to grow: Since the New York telecast was scheduled to begin at 1:15 p.m. and Chicago was an hour earlier, would guests see the show first and then have lunch or vice versa? First plan was selected.

Cleveland Advertising Club meets promptly at 12 noon, Wednesday. Club officials graciously agreed to hold the luncheon Tuesday and their annual Cleveland Browns luncheon two days later. To solve the noon starting-time problem, lunch was moved to 12:30 p.m. (but the bar was opened at noon).

A survey also had to be made of each city to see if meeting room facilities were suitable for the telecast. Each proved satisfactory.

With list of cities set, next major problem was to provide a top-flight program. TelePrompTer Corp. was assigned to handle telecast duties. TelePrompTer provided a producer-director, arranged for crew and made all technical arrangements in New York and participating cities.

► Invitations went from the magazine to the three TV networks to invite them to participate. Each network, they were told, would be given 15 minutes. It was suggested that six minutes be devoted to a network presentation of program plans and the remainder to a TV personality. James T. Quirk, TV Guide publisher, would serve as toastmaster.

An invitation prepared by the magazine's advertising promotion department was created for all four cities, with only the club name, location and time changed. This was sent to each club for mailing to members. Similarly, a special program was printed and used at each place setting in all cities.

Invitations also went to leading



this FREE BOOKLET

*will help you improve
your microphone
technique in time for
your next sales meeting*

An executive's basic guide to mastering the microphone. Tells how to best get your message across. Also, an invaluable, easily-understood guide to selecting the correct microphone for improving your public address system.

Write on letterhead:
SHURE BROTHERS, INC.
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Western Party

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- Can-Can Girls
- Western Entertainment

Dallas Hotels... the New Auditorium... and State Fair Park all have excellent staging facilities for a Buck Freeman Western Party.

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"Largest in the West"
13,500 sq. ft. of
exhibit space ac-
commodates 2,000
persons for a meet-
ing, 1,500 persons
for a banquet.

network TV performers in New York City, resulting in the dais being graced by such personalities as Arlene Francis, Faye Emerson, Kathryn and Arthur Murray, Ed Sullivan, Chet Huntley, Douglas Edwards, Garry Moore, Mike Wallace, Sam Levinson, Bert Parks and Johnny Carson.

Two weeks before the luncheon, a meeting of all the magazine's participants was held at its Radnor headquarters, a Philadelphia suburb. Present were staffers from New York, Cleveland, Philadelphia and Chicago, plus national staff people.

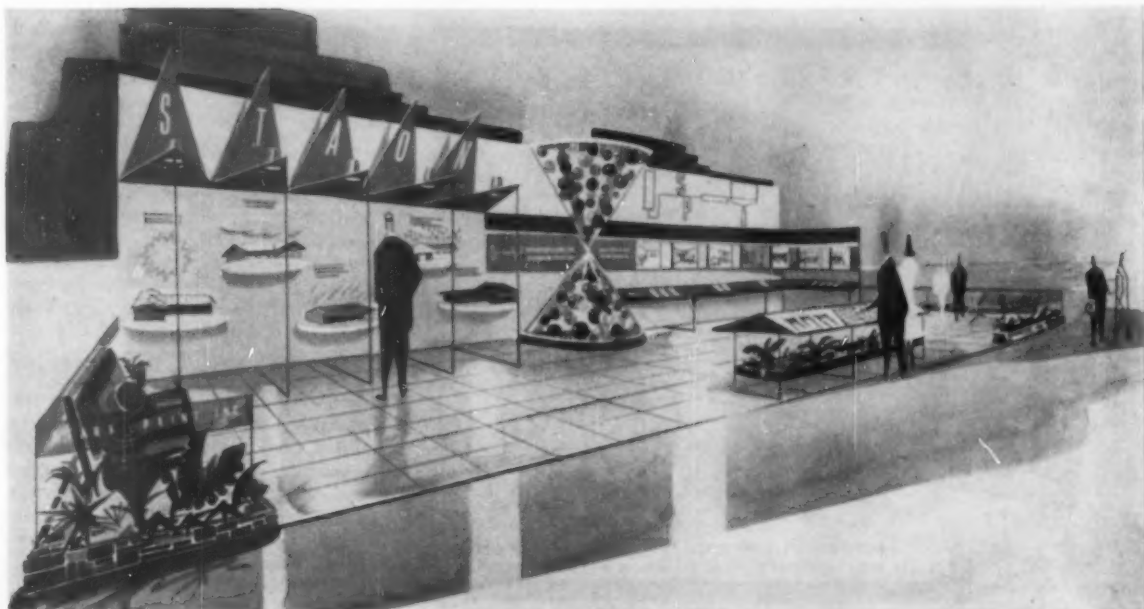
► Every possible contingency was discussed during a four-hour meeting. Who would sit at the head table in each city? What about invitations for special guests? What were network plans for representation? How many people would attend in each city? What about decorations? How would publicity be coordinated in each city? What about the press list for New York and participating cities?

A week before the luncheon, TV Guide people met with the TelePrompTer director-producer to iron out program details. A complete script was readied to allow for proper introduction of all guests. Remarks by network officials would have to be ready five days before the luncheon to be put on a TelePrompTer.

Each network had been invited to prepare special displays in the lobby of the Roosevelt ballroom, New York City, along with the magazine. These were erected the night before along with several dozen enlarged cover pictures from the magazine. Large blowups of the Fall Preview Issue had also been sent to all cities for display purposes.

Came the day of the event and everything went like clockwork. Staff of New York Sales Executives Club had reservation desks moving smoothly. Jack Paar was NBC's entertainment contribution. Arthur Godfrey, in his first public appearance after his cancer operation, represented CBS's talent. Dick Clark and Cliff Arquette were ABC's contribution. Godfrey supplied the one big commercial of the show when he ad libbed a tribute to TV Guide and its value to the TV industry. This unplanned plug made TV Guide happy. Line-up of entertainment made the audience happy. And the unusual program made participating clubs happy.

► No dollar figures were given, but TV Guide considers the investment in this institutional-type program worth it. Magazine's officials hope they can make this an annual event. ♦



FIRST PLACE for paint exhibit 10 ft. by 40 ft. and budget of \$18,000. (Designer: Charles Ball, Manncraft Exhibitors Service)

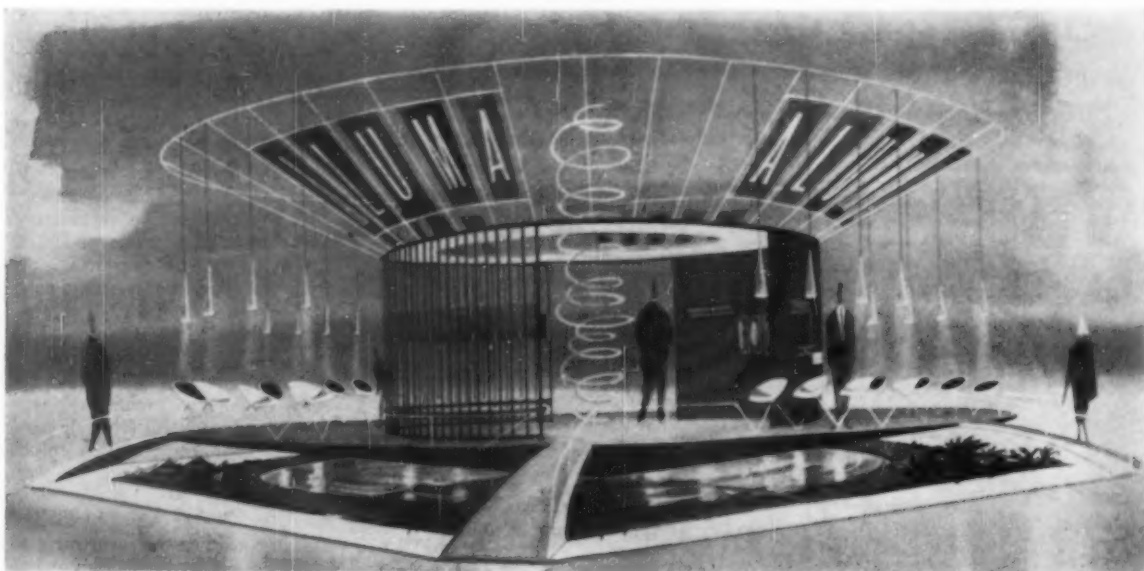
Top Exhibit Design

Results of Contest Among Leading Exhibit Designers

Exhibit Producers and Designers Assn. staged its second annual design contest among member companies. It

was open to all full-time employees of the more than 100 exhibit companies. Contestants could enter designs in

three categories. For each category these criteria were given: 1. size of space to be used; 2. budget limit; 3.



FIRST PLACE in unlimited budget category is for aluminum exhibit. It appears to balance on water. (Designer: Charles Ball)

LEAVE A LITTLE SPACE FOR OUR "NEW MODEL"!



... MAYBE IT WOULD FIT IN OUTER SPACE!

You might have a little pity for the display builder, who thought the "new model" was no bigger than his hat. Pity, if you will, the company's exhibit and advertising department, who also thought the "new model" was going to be a *scale* model. You might even have a little pity left over for the Engineering Department, whose only instructions were to send the "new model" to the show.

But the real pity of it all is that there wasn't a proper meeting of the minds among all parties, long before the exhibit was started.

Things like this just don't happen when you work with an experienced display builder. From years of experience with

hundreds of clients, GRS&W has learned how to integrate all the factors to prevent unhappy surprises like the above.

It will pay you to call GRS&W for your next exhibit or display. We provide a complete service—from original planning through designing, building, installing, removing, storing and re-shipping of your display properties.

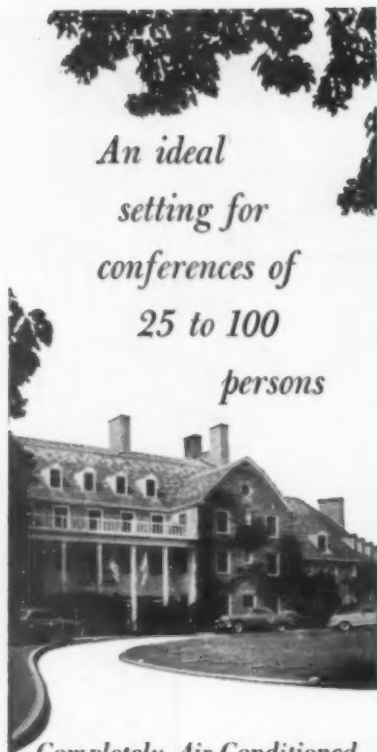
Ask for our new 8-page folder entitled "Sales Producing Exhibits." It contains illustrations and detailed explanations of many successful exhibit techniques.



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conferences of
25 to 100
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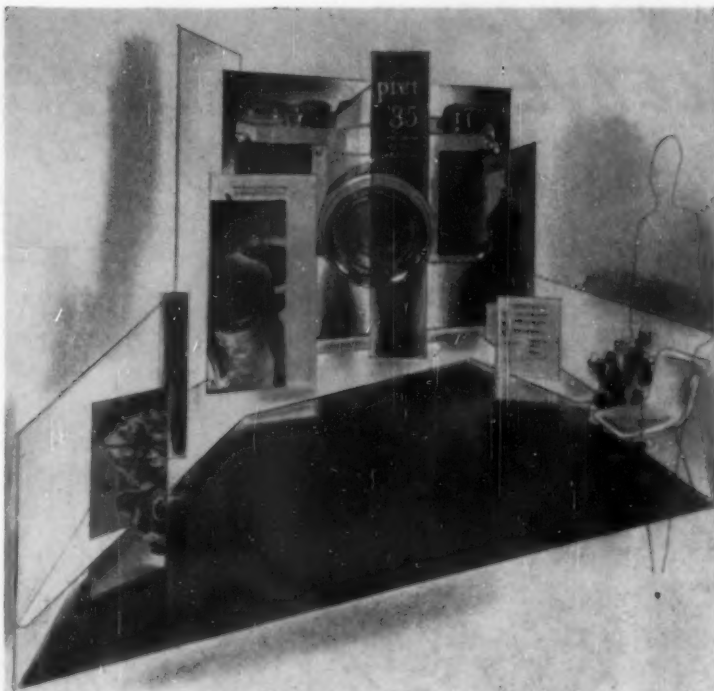
Ample Recreation
overlooking Princeton golf
course. Tennis

Gracious Atmosphere
Authentic Early American
appointments

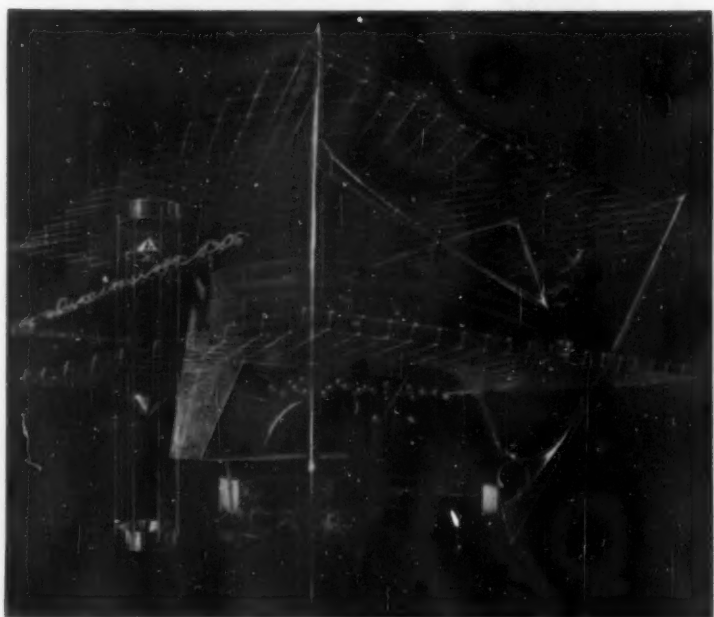
For information, write or call Sam Stewart,
General Manager. Telephone Walnut 4-5200



Princeton, N. J.



FIRST PRIZE for small exhibit won by Allen Kuback, The Displayers, Inc.



SECOND PRIZE for big exhibit won by Roy H. Alexander, The Displayers, Inc.

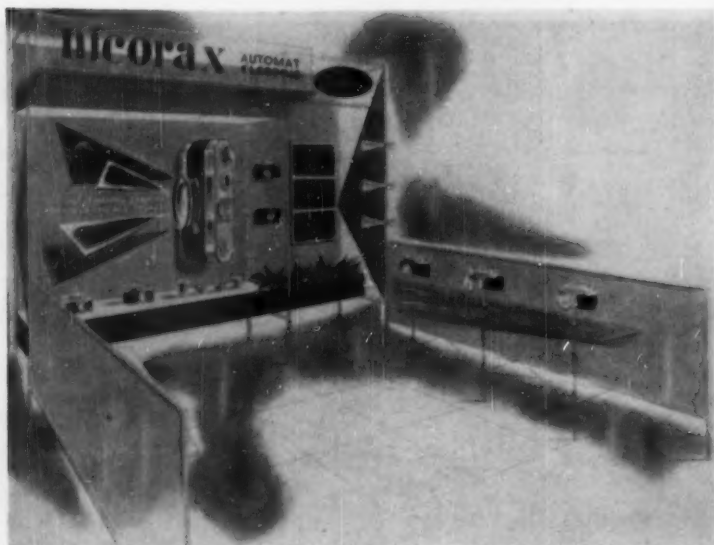
product and features to be promoted.

Within limits of budget and size, designers could be as uninhibited as they pleased. In one category, even budget was no factor—designers could go all-out.

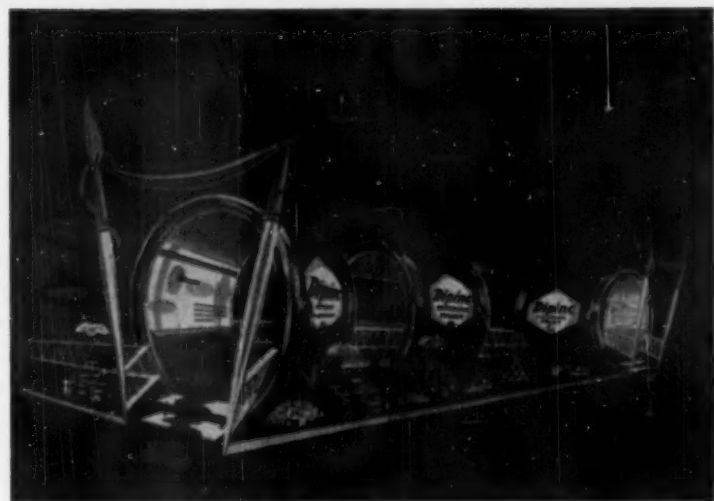
These were the three divisions in

the contest and the problems presented designers:

1. Design a 10 ft. by 10 ft. exhibit to fit conventional space, eight feet high. Budget must not exceed \$3,000. Exhibit should merchandise



SECOND PRIZE for camera exhibit won by Jack De Coningh, Selexor Displays.



SECOND PRIZE for paint exhibit won by Jorgen Pedersen, Novelart Display Co.

a still 35mm camera with average features of domestic products.

2. Design an \$18,000 exhibit 10 ft. by 40 ft. with backwall height of 12 ft. Exhibit should merchandise diversified line of interior and exterior paints and color systems.

3. Design an island, 20 ft. by 20 ft., that uses cubic content of area and can go to height of 18 ft. Budget is unlimited and exhibit is to merchandise steel or aluminum and its uses.

► First prize for small exhibit to promote sale of a camera went to Allen Kubach, The Displayers, Inc., New York City. Second place went to Jack

De Coningh, Selexor Displays, New York City. Charles Ball, Manncraft Exhibitors Service, Miami Beach, received honorable mention.

► First place for paint exhibit went to Charles Ball, Manncraft Exhibitors Service. Second place was won by Jorgen Pedersen, Novelart Display Co., San Francisco. Honorable mention went to Osborne Edwards, Ivel Construction Corp., Brooklyn.

► First place for unlimited budget steel or aluminum exhibit went to Charles Ball, Manncraft Exhibitors Service. Roy Alexander, The Displayers, Inc., won second prize and Edwin Pehosky, Custom Displays, St. Paul, won honorable mention. ♦



MEET MR. CONVENTION, Al Rondeau, manager of Northeast Airlines Group and Convention Sales Department. He has great jet news for you.

Your convention's on... the minute you take off

Your entire group
of up to 134 people can fly as
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That's because Northeast flies the newest, biggest, fastest jets yet. They're the new Intercontinental version of the Boeing 707. Only Northeast offers you these bigger, faster 134-passenger jets between New York and Miami.

So call Al Rondeau, manager of Northeast's Group and Convention Sales Department. He and his staff specialize in *you*. Call him at Northeast, Logan International Airport, Boston.

NORTHEAST
AIRLINES



BIG ATTENDANCE turns out for Johnson Co.'s show and clinic. Manufacturers buy space in distributor's show.

Small Outfit Stages Own Trade Show

**Distributor for janitor supplies puts on clinic and trade show.
Tries to uplift role of cleaning people with professor-speakers
at sessions. Sale of booths to manufacturers helps to defray costs.
Company spreads show responsibilities among staff people.**

A distributor doesn't have to be in a giant industry to stage his own clinic and trade show. With plans and duties parcelled out to many people, it can be done efficiently. George T. Johnson Co., Medford (suburb of Boston), Mass., proves how easy it is. It has staged an annual trade show for the last three years.

Johnson Company distributes sanitary supplies (from mops to large industrial vacuums) throughout New England market area. In its industry it ranks as one of the largest in the country. However, compared to distributors in other fields it is comparatively small.

"In order to preserve our position as a leader in this field, we had to 'set the pace' in many ways. Recent trade show and clinic was good example of how we do it in a big way

with a minimum budget," says James Reider, Johnson president.

Purpose of show was to explain the "how" and "why" to professional housekeepers. National Sanitary Supply Assn. (official trade organization of manufacturers and distributors) has published many pamphlets and several training films on "how." However, Johnson Co. felt the "why do it" has been neglected. Therefore, it decided to tackle problem in its own trading area.

"Why" became theme of the 1959 Johnson clinic and trade show. Affair afforded an opportunity for janitor-supply buyers to see latest merchandise handled by the distributor.

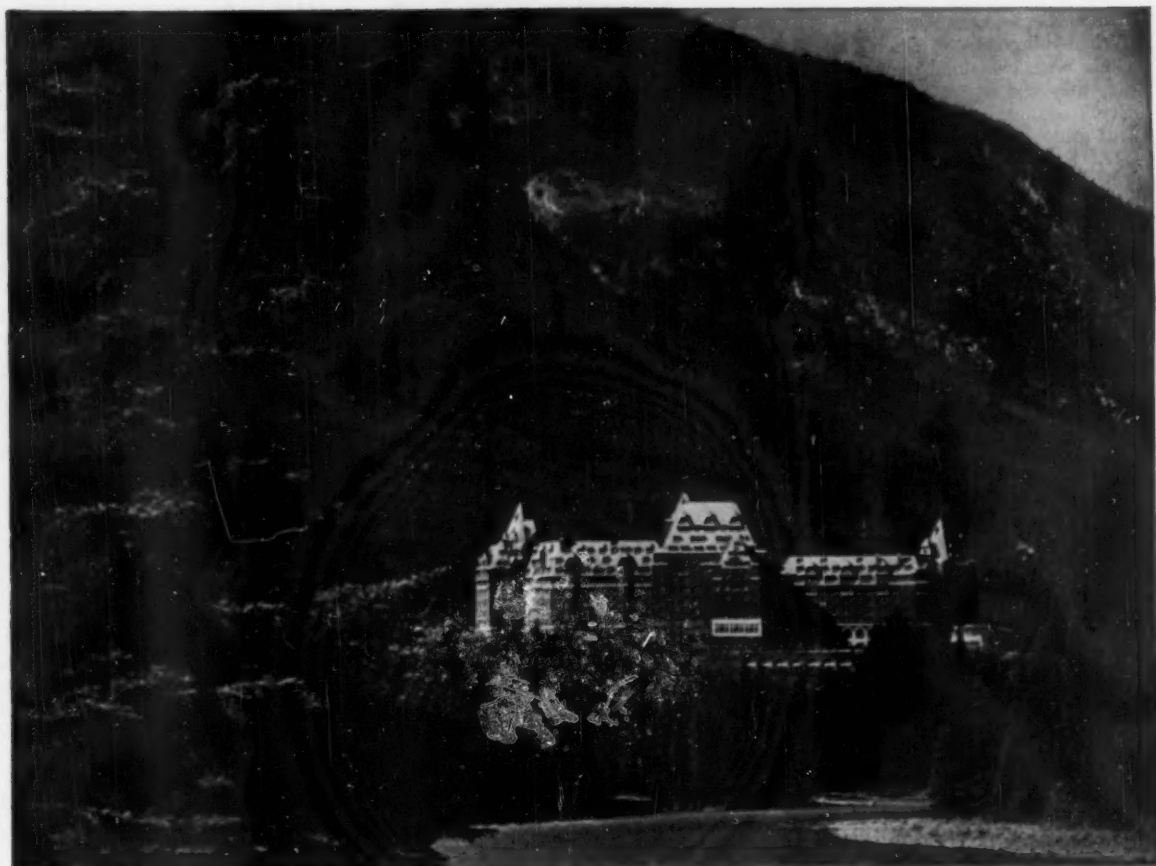
Secondary goal was to change common attitudes towards building superintendents, janitors and cleaners. "Top management too frequently does

not fully realize the value of people placed in charge of maintenance," James Reider explains.

Reider continues, "These janitors, and their supervisors, are the customers and users of products of the sanitary supply industry. Therefore, it is only natural the industry should try to help them get the recognition they deserve."

An effective clinic and trade show can be expensive for a small distributor to operate. So Johnson Co. goes to only source it has: manufacturers who supply products it sells. By selling exhibit space, Johnson was able to underwrite a majority of show costs.

Plans called for a show with 36 booths. Layout of typical booth area was turned over to a local display company to set up. Four sales "teams"



BANFF SPRINGS HOTEL, playtime show place of Western Canada, nestling mile-high in the awe-inspiring Canadian Rockies, has 600 rooms, ballroom, meeting rooms. Recreation activities: fishing, riding, hiking, golf, swimming, shuffleboard, dancing.

Get more done, have more fun at **BANFF and LAKE LOUISE** in the Canadian Rockies



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Nestled in North America's most spectacular tall country, these world-famous resorts are ideally located and equipped for an unusual and memorable convention. Both offer full accommodations for gatherings large and small during June and September. They are easy to reach, too, via fast, comfortable Canadian Pacific diesel trains. For information and reservations contact: Convention Traffic Department, Canadian Pacific Railway Company, Windsor Station, Montreal. We will be happy to handle all details and preparations for you, for the most successful convention you've ever staged.

Canadian Pacific

were organized by Johnson Co. to handle booth sales to its suppliers. "When purposes of the show and clinic were explained to manufacturers, they quickly endorsed the plan. Every available foot of exhibit space was sold out," reports Reider.

At first, sales teams were allotted 10 booths a piece to sell. As exhibit contracts came in, each team adjusted its quota to the number of booths left.

John Hancock Hall, Boston, was selected as site for the trade show. Hall seats 250 people. Exhibit booths were 5 ft. by 8 ft. Johnson supervisors were assigned floor manage-

ment responsibilities. They had to keep record of everything moved in and out of the show.

Well-known authorities on sanitation were retained to make program strictly a professional one. Speakers were: Dr. Rolf Eliassen, director, Sedgwick Laboratories of Sanitary Sciences, Massachusetts Institute of Technology, and his associates Dr. James Symons, assistant professor, and Dr. Ross McKinney, associate professor.

Dr. Eliassen is an international authority on problems of sanitation. Outside of his university activities, he has served with Federal Government agencies, and also with the International Atomic Energy Agency.

"Dr. Eliassen felt clinic was a step forward because it brought workers, who actually do the cleaning, closer to the scientific field he represented. Therefore, he was willing to appear on program," reports President Reider.

Emphasis was placed on microbiology. Professors explained the unseen world to trade show visitors. Simple tests were conducted to show how microbes can be detected.

Dr. Eliassen spoke on the importance of sanitation in everyday life. He reviewed the growth of sanitation and projected it to the years ahead. Drs. Symons and McKinney described field of microbiology. They related the importance to kill these unfriendly microbes. Lecturers were intended to make people in attendance realize the importance of their job.

After talks, guests roamed from booth to booth to talk to manufacturers' representatives about various products distributed by Johnson. Value of this trade show was that visitors could see all products handled by Johnson.

Attendance is a problem to every trade show. Exhibitor wants to be assured ahead of time enough people will see booth for which he spends money to erect. Johnson approached problem by inviting organizations of allied fields to the two-day affair. It was suggested groups could substitute show for their regular fall meeting. Special invitations went to such groups as Executive Housekeeper Organization in Mass., R. I., and Conn. Institute of Sanitation Management was also contacted. An open welcome was extended to maintenance heads of industrial plants throughout New England. "General invitation resulted in hundreds more," says Reider.

Major problem was to make sure the show and clinic went off smoothly. Therefore, the project was set-up well in advance. "Most assignments were distributed throughout the organization, so no one person had to attend to too many specific details," Reider reveals.

One man was given assignment to be responsible for the bar. He hired bartenders and purchased liquor. Another man was in charge of food arrangements. By hiring an outside catering service, details were held to a minimum. One of the secretarial staff was responsible for registration.

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Under direction of Sidney Banks

Definite assignments were given Johnson salesmen. Someone was always on duty at entrance to greet every guest as he entered hall. Others were spread throughout hall to assist guests. Shipping personnel were on hand with a station wagon throughout entire show to take care of emergencies. Duties were to transport late guests, pick up extra food and run other errands.

No matter how many trade shows one has attended, the sting in registration never seems to disappear. To

help ease tensions about the brief delay, Johnson made it known that guests were signing for a stereo record player raffle. People appeared encouraged by prospect of winning.

On second day of the clinic and trade show, booths were opened three hours ahead of showtime. All Johnson sales personnel then could visit each and every exhibit, and discuss selling points of each product shown. "This phase of the show was worth the entire price of the production. It provided the sales force with a much clearer picture of the products they handle than they have ever had before," says Reider.

Visitors walked away from the trade show stimulated by the scientific talks. Many returned to their homes feeling their job was a little more important, Reider believes.

"Comments about Johnson and its policies pleased management. Clinic was so well received that plans call for future re-runs. It is hard to glamorize mop wringers, brushes and brooms. But we feel the trade show gave us a means to uplift our products along with a basic industry. Inquiries plus show sales proves we are on the right track," concludes President Reider. ♦

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SHOW followed documentary form, even to semi-abstract skeleton sets (to illustrate variety of OCF products). Chet Huntley narrated. In background is William Curtiss, OCF v-p marketing who is on show.



Tape Breaks Time Barrier

Hour-long closed-circuit TV session transmitted over separate networks from studios in Cleveland, Chicago and San Francisco.

It was four o'clock in 29 cities* from coast to coast when Owens-Corning Fiberglas Corp. presented its closed circuit telecast, Nov. 16, on "Home Building Trends in the Big Sixties."

It was the first program on closed-circuit television to breach the time zone barrier.

Videotapes of the hour-long program were transmitted over separate networks in Eastern, Central and Pacific Standard Time Zones from

* Because of local conditions, three cities—Cleveland, Columbus, O., and Phoenix—were tied into networks of other time zones and received telecast at 5 p.m. local time.

studios in Cleveland, Chicago and San Francisco.

Extra feature of the telecast was a personal report on Russian building methods by OCF president Harold Boeschstein based on his recent tour as a member of Vice-President Nixon's party.

Owens-Corning Fiberglas' goal in arranging the telecast was, first, to enroll twice as many home builders as in 1959 in its Comfort Conditioned Home Program; second, to tell the Comfort Conditioned Home story to people in auxiliary industries whose cooperation with participating builders is essential to the program's success. (These people are FHA and insurance company mortgage officers,

mortgage bankers, building supply dealers, subcontractors and applicators.)

Endorsement and cooperation of National Assn. of Home Builders for the Comfort Conditioned Home program was secured in advance of the telecast and NAHB president Carl Mitnick was a participant.

OCF selected inter-city closed-circuit (for the second time) as vehicle for its sales meeting because, says Edward Detgen, v-p home building products:

"It could be produced on short notice (immediately after the close of one building season, homebuilders like to firm up plans for their next season).

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SEASON: May thru October.

For color brochure and details
write James Barker Smith,
President

"It reached builders and home building suppliers in all market areas simultaneously.

"It was relatively low in cost."

Telecast was followed by a program of personal followups in each OCF district office to enroll participating builders. Two weeks after the show an OCF check found enthusiastic response in all market areas, and enrollment of participating builders was better than expected.

Attendance of mortgage officers and home building suppliers at the telecast exceeded OCF's expectations and was far better than at the company's first inter-city telecast in 1957.

Uniform four o'clock hour, Detgen feels, was a factor to boost telecast attendance. This is the hour of day when the average builder, supplier or loan officer can easiest afford to leave his desk, and it leaves ample time to socialize after the telecast and still be home for dinner. With the three-network telecast technique, the timetable was ideal in all areas.

A reception followed the viewing in all cities.

Multi-city closed-circuit show was created and produced by Sales Communication, Inc. Giantview Television Network engineered the closed circuits and remote videotape origination and also provided kinescopes of the meeting.

To add stature and credibility to OCF's message, show was presented in documentary form, with narration by Chet Huntley. Focus for the entire hour was on words and person of Huntley and various OCF spokesmen. Settings, illustrating a variety of OCF products, were skeleton and semi-abstract in style. Scenes and graphs

were shifted abruptly, without fade-ins. Shots of new OCF products carried an inset of Huntley or the OCF speaker, commenting from his chair. Music was used to underline speakers' words in a documentary way.

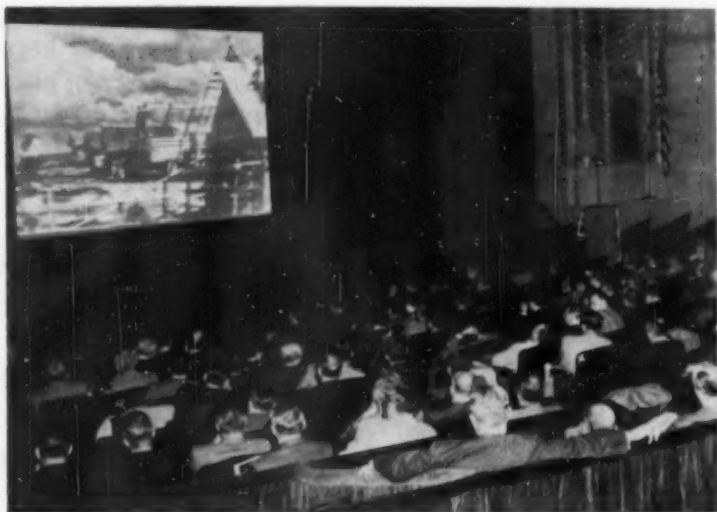
Huntley switched to OCF President Harold Boeschenstein for an eye-witness report on Russian building industry. Boeschenstein was introduced by Carl Mitnick, president, National Assn. of Home Builders, and spoke from NAHB's National Housing Center.

Boeschenstein's report was not only news which would be fascinating to almost any builder but a psychological preparation for the merchandising theme of the show—through contrast it drew between Russian and American methods to achieve building progress.

Theme of bigness was stressed repeatedly in Huntley's narration. "Housing is big," he emphasized. "Biggest industry in America, accounting for one of every three dollars spent. The 60's are big. All signs point to the biggest 10-year period anyone has ever seen."

One by one, with aid of visuals, Huntley cited factors for bigness in the economy of the 60's: soaring incomes and rate of family formation, increased leisure, development of specialized housing markets, an upsurge of quality and convenience consciousness among home buyers.

Huntley, only professional, was joined in narration by Detgen and William Curtiss, OCF v-p marketing, who described the Comfort Conditioned Home Program. Filmed and taped on-site interviews with builders in all parts of the country, and film



LUMBER DEALERS watch special rerun of telecast at Music Hall, Cleveland.

SALES MEETINGS/Part II SALES MANAGEMENT

of a sales demonstration in a Comfort Conditioned Model Home illustrated the sales portion of the program.

Production unit of OCF's sales development agency, Sales Communication, Inc., was called in about six weeks before telecast date. At that time, OCF and SCI's account executives had established sales objectives and merchandising theme of the program and had assembled, for editing, some raw materials: On-site interviews, film of OCF's production development lab, stills of Russian construction brought back by Boeschstein.

SCI worked on script, visuals and sets concurrently and produced additional film on the sales demonstration. It recommended videotaping of the show to make possible a uniform four o'clock meeting time, and narration by Chet Huntley to give the show a documentary feeling.

Show theme of "The Big Build in the Big 60's" was developed from OCF merchandising data.

Boeschstein's report was taped separately, at National Housing Center, Washington, D.C., so that it would be viewed in a setting meaningful to builders. Since there are no TV studio facilities in National Housing Center, this portion of the program was originated by a mobile videotaping unit of Giantview Television Network which is equipped to produce TV footage in any environment, even when in motion. Remainder of the program was taped in an NBC New York City studio.

Giantview large screen monitor was used at both taping sessions so action could be viewed exactly as it would appear at the telecast.

Preparations to prevent mechanical failure were most elaborate ever undertaken for a closed-circuit show, Giantview reports. Two complete teams of equipment and staff were



VIDEOTAPE transmission center at WBBM, Chicago. Looking on, Giantview Sales Manager W. Russell Smith and Hal Grossman, SCI production executive.

fielded at every viewing location and transmission center.

Standby projectors and servicemen were provided at all local ballrooms and viewing locations, standby videotapes and videotape recorders at the three transmission studios. Giantview account executive and engineer supervised the videotape playback at each studio. A telephone talk-circuit linked videotape centers and viewing locations.

OCF also ordered kinescopes of the show for use in district office promotions.

If the show were to be done over, OCF and its closed-circuit suppliers agree, there would be one major production change: 35-millimeter would be substituted for 16-millimeter wherever film is necessary. Superior picture of the wider film is more com-

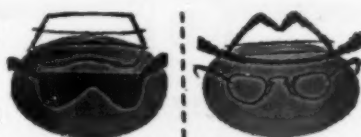
patible with videotape. And there would be a greater use of mobile videotape, particularly for on-site interviews. ♦

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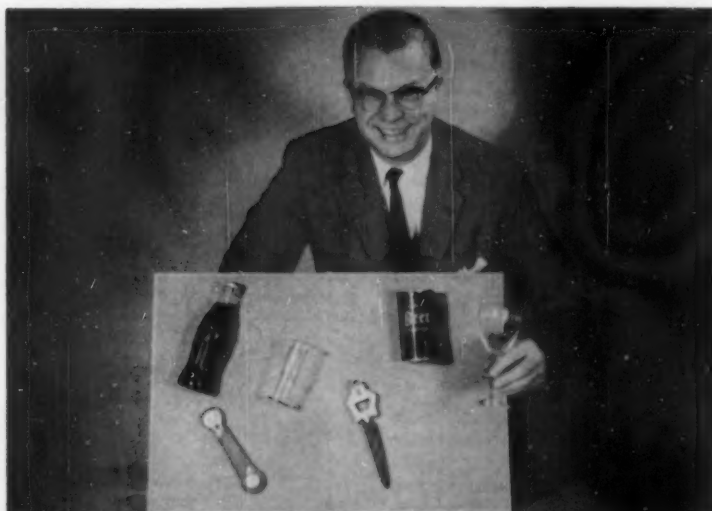
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HEAVY ITEMS stick to new Wonda-boards, produced from Velcro fabric.

New Fabric Holds Products to Display

With many times more holding power than flannel board, new Velcro loop-pile fabric and hook-surface tape offers new display possibilities. Applications for meetings and trade shows.

Whole new era has opened for the flannel-board presentation with introduction of a new product: Velcro. This new material lets you stick heavy things to a board—things you'd never dream using on a flannel board.

A six-bottle carton of soft drink can be made to stick on Velcro-covered board with just an inch-wide, foot-long Velcro tape. Tape is cut into small pieces and adhered to back of

carton of six soft drink bottles.

New tape is a nylon fabric with hook-faced surface. Velcro fabric for the board is nylon, too, but it has a loop-pile surface. Hooks snag loops when the two pieces are pressed together. Bond is strong enough to hold fairly heavy objects. Of course, bigger the piece of tape applied to object, more hooks to grab and more holding power.



BUSINESS MEETINGS

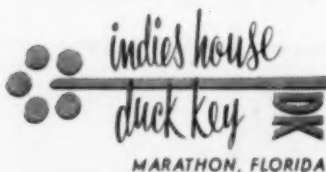
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JANUARY 15, 1960

New Velcro pile fabric and tape were introduced last month in the sportswear showroom of Virginia Kremetz, New York City, at a demonstration jointly sponsored by Velcro Sales Corp., Barclite Corp. of America, and Celanese Corp. of America. For the demonstration, Velcro nylon fabric completely covered two showroom walls. Thus they were turned into display surfaces.

Not only does new product have application for meetings, but many applications in trade show exhibits. Backwalls covered with this pile fabric allow you to place products on it for easy removal and replacement. You simply apply some tape to back of product to make it adhere to pile fabric.

Yardley of London used Velcro to cover six-sq.-yd. surface of display board for a recent annual sales meeting in Nassau. To introduce the year's major promotions, bottles, jars, lotion sets—with accompanying promotion material—were arranged on the nylon pile.

Structural Display Co., Long Island City, used Velcro tape fastener as replacements for magnets on display boards in presentations for Pepsi Cola International. Instead of using utility pile background on entire surface of 30" x 36" display board, strips of loop-face material were used. Hook-faced tabs were used on presentation items. Advantage over magnets is saving of weight.

At demonstration in New York City, objects stuck to wall of Velcro included 60 drinking glasses, hangers, hats and bags. They were removed, shifted to different spots and stayed wherever they were put.

► KPIX-TV has adapted Velcro for stage flats, on which backdrops are quickly rolled on and off. (This same technique could be applied to scenery changes for skits at sales meetings.)

Velcro pile fabric comes 38" wide and is available in five basic colors: black, white, grey, beige and yellow. Cost to trade is about \$4.75 a yard. Tape comes in 14 colors and in width to range from 3/8" to 2".

Boards already fabricated with Velcro are now on the market. New product is called Wonda-board. It is made by Chartmakers, Inc., New York City. Wonda-board comes in three models. "Execu-flex" board is a permanent mount for office and conference room walls. Another model is a portable display board with folding legs in either three ft. by four ft. or four ft. by six ft. sizes. Smaller model, is a portable board 1/4" thick, 24" x 36" and has leatherette back and retractable easel. ♦

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Sales Manager

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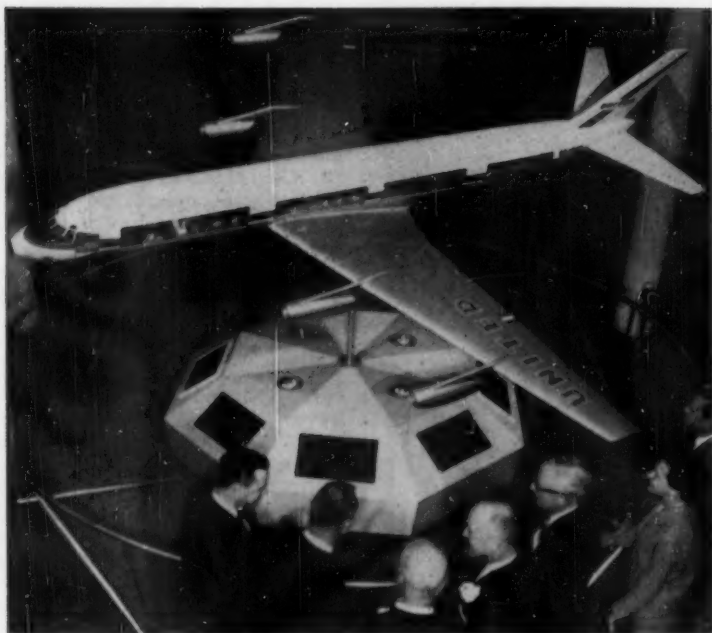
AIRBORNE SHOW is set up at airport. Exhibits fill three big tents.

United Unveils Jet with Air Fair

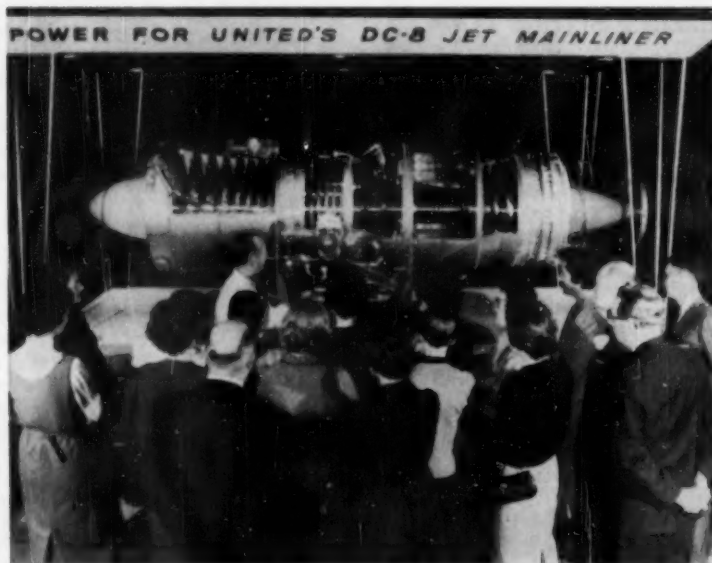
Jetarama flown from city to city. Exhibits show public what DC-8 has to offer. Model cut-aways explain engine operation. Takes six hours to set up tents for public show. Use airport area for exhibit. Park actual DC-8 in front of tents.



UNITED exhibit includes full-scale mockup of DC-8 and scale model of loading operation of Jet Mainliner.



DIORAMA MODEL of DC-8 is 15 ft. It revolves under the "big top."



CUT-AWAY ENGINE shows how jet power plant operates.

Companies sometimes overlook possible use of their own services in special promotions. However, United Air Lines is not one to miss a good bet. To promote jet air travel, United flies an outdoor show aboard its own "carriers" to spotlight commercial jets.

Three United DC-6A Cargoliners (each with 30,000 lbs. capacity) can move entire "air fair" from one city to the next in 24 hours. United is first company to stage a completely airborne show in the industry.

Cargoliner lands and engines are cut. Huge bay doors swing open. Six hours later, three "big top" tents accommodate visitors for United's jet travel exhibit. Jet air fair uses 140,000 sq. ft. of airport ramp area.

Electrical power for a single day at Jetarama (name of the promotion) would satisfy lighting needs of the average family for over four months.

To prepare the presentation of Jetarama across the nation, United Air Lines planners found themselves

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Water Isle, 10 minutes by boat from St. Thomas. Sun, sleep, swim, fish or skin dive. Snow white beaches. An ideal sales tool, a dream vacation for you, your customers and prospects. A prize contest award beyond compare.

Four beautiful terrace apartments exquisitely furnished available to companies on reasonable lease basis. Water Isle Club, with beautiful dining terrace and bar, nearby.

Write: N. B. Curtice, 1300 First Street South, Minneapolis 4, Minnesota. For short term accommodations write: Walter Phillipp, Water Isle, St. Thomas, Virgin Islands.

Mr. Sales Manager...

If your sales force has any doubts about the market for your products and services over the next ten years they should see...

THE SIZZLING SIXTIES

An eight-minute color motion picture, "The Sizzling Sixties" brings vital sales forecasts to the screen with such impact you will want to show it to your salesmen time and time again.

A natural opener for a sales meeting, and compiling information from recognized national sources, "The Sizzling Sixties" is available for purchase at \$75.00 per print.

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THREE LARGE MEETING ROOMS:—AUDITORIUM-GRAND BALLROOM WHICH SEATS 500, EAST BALLROOM WHICH SEATS 630, PLUS EXHIBIT SPACE FOR 100 BOOTHS.

Frederick R. Merritt, Sales Manager
Sales office, 7630 Biscayne Blvd., Miami, Florida

involved in many fields unrelated to airline operations. At one airport it was necessary for United to build a special access road.

"Big top" type tents contain exhibits on jet planning, operations and service. Near tents stands a \$5-million DC-8 Jet Mainliner. Some Jetarama displays were under construction six months. Entire production required two years to prepare.

Jetarama introduces DC-8, largest jet transport in domestic service. Idea of the air fair is to take the story of United's DC-8 to the people and show them what to expect in jet travel.

DC-8 wingspan is 142 ft., 5 in.; length 150 ft., 6 in.; and height 42 ft., 4 in. Aircraft carries 105 passengers and 12,000 lbs. of freight.

Air terminals visited in 1959 already had jet service. Airports included San Francisco, Los Angeles, Chicago, New York and Washington/Baltimore. More are on schedule for 1960.

Visitors enter Jetarama through the main tent which houses exhibits on jet crew training, flight operations, aircraft maintenance and communications. Jet engine used as systems crew trainer (a \$10-million electronic aid) is displayed to simulate engine's pressure, hydraulic and electrical systems. Equipment consists of visual display of engine, an engine instrument panel, a second officer's station (with instruments to operate these systems) and a problem console for instructor. Console is used to simulate any conditions desired for trainees to solve.

Visitors also take an advance look at new \$16-million reservation system to link together United's ticket offices in 82 cities by late 1960. Instamatic display shows operation of reservation system United believes to be fastest and most accurate in the transportation industry. Instamatic will keep a running inventory of seats on all flights for a year in advance. Machine can determine seats available on any flight in less than a second.

To anticipate future jet operations, United shows new method to plan flights in which a Bendix (electronic) computer is used to calculate and evaluate flight conditions. Visitors see how variables such as wind, temperature and altitude are fed into machines. Computer also stores in its electronic memory facts on DC-8 fuel flow, air speed, rate of climb, altitude restrictions, compass headings, route and geographical data. A tape which contains information on load, reserve fuel requirements and latest weather conditions is also put into "brain." Within minutes, computer analyzes facts and reports best routes.

Jetarama training theater presents documentary film on jet crew trainees in a DC-8 electronic flight simulator. Simulator (first of jet type acquired by an airline) was placed in operation at United's training center in Denver, September 1958. Complete with authentic DC-8 instruments, machine enables crew to become familiar with jetliner's performance before trainees go up in actual plane. Closed-circuit television camera projects actual runway conditions in simulated landings and take-offs.

In "big top" at right of main tent, 15-foot model of DC-8 revolves under spotlights. As it turns, cut-away fuselage discloses miniature crew and passengers. Cut-away sections show first-class cabin, Red Carpet lounge, custom coach cabin and other compartments. Miniature passengers are seen reading tiny newspapers and magazines, while stewardesses move down aisle with meal trays. Captain and his crew are visible in cockpit.

Nearby are full-scale mockup of a DC-8 cabin section and displays of meals aboard jetliner. Exhibit of first-class cabin aboard DC-8 is accurate in detail right down to its aqua, rose, beige, off-white and gold-ink color scheme.

Third tent houses a J-57 engine of the type which provides DC-8 speeds up to 600 m.p.h. Compressors and turbines of the \$275,000 J-57 engine (in full production since 1953) are exposed in cut-away model.

Full-scale model of the "thrust reverser-sound suppressor" of the DC-8 engine operates realistically when set off by an attendant. Mechanism was developed by Douglas Aircraft engineers after three years of research. Compared with fixed nozzle suppressors on other jet aircraft, United claims development lowers sound level 40%. Thrust reverser is used to decelerate DC-8 in flight and aid in landings.

Luggage capsules (in cargo display) makes it possible to remove baggage from DC-8 in less than three minutes. (One-fifth time it takes ordinary manual method.) Light-weight fiberglass containers are lifted in and out of cargo compartments by electric hoist.

► Special Jetarama flight parties are held in which local industrial leaders, press, travel agents and other V.I.P.s are taken up for a DC-8 demonstration flight. United hopes enthusiasm for jet travel will be conveyed through these people to others.

United's airborne exhibit has traveled 5,000 miles in U.S. so far. Although time out has been taken for the cold winter months, visitors will again crowd "big tops" with the Spring thaw. ♦

what's new in exhibits?

NEW YORK STOCK EXCHANGE Visitors Gallery is now the scene of the most action-packed small space exhibit in memory, unique in its heavy use of electronic devices telling the dramatic story of exploration, production and movement of natural gas. Designed for Texas Gas Transmission Corporation, it blends audience participation, entertainment and education, using sound, motion, controlled lighting effects and intricate dioramas.

EXHIBITION DISPLAYS have a place in every line of business—even areas the average person doesn't like to talk about. For instance at the recent National Funeral Directors meeting, where twenty Boyertown Burial Caskets were shown in a suitably designed, though high-styled, contemporary setting.

FROM SATELLITES TO SPICES, the display builder's hand is in every field. A particularly attractive and adaptable display, designed by Walter Dorwin Teague Associates, is on the road for Ac'cent, telling the convention-goer about a hidden product, a tiny pinch of which makes a tasty dish tastier.

THERE'S HARDLY A SPOT in Grand Central Station without a colorful exhibit carrying its message to the hundreds of thousands hurrying through. The ingenious folks at Redbook and McCall's have found a new one—way down under, in the passageway to 46th and Park, where they've placed a permanent display keyed to the Madison Avenue set. The message is kept up to date by frequent changes.

MAIN OFFICE LOBBY is a natural for corporate exhibits, a fact well recognized by ACF, whose new quarters are adorned with an elaborate showing of the products and services of their seven divisions, telling the whole corporate story to customers, employees and stockholders, in vivid, unforgettable style.

Variety of subject matter is a constant challenge which stimulates creative thinking. What we have done for the above projects, we can do for you. Why not call IVEL for your next exhibit, whether large or small?

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CROWDS JAM fairgrounds. Here they watch outdoor stage show at State Fair of Texas.

Go for Fun — But Do Serious Buying

Over 70 million people visit state and county fairs each year. They make a vast market for consumer goods that is easy to reach. Problems for fair exhibitor: over-lapping dates of fairs, lack of uniform booth sizes and rates. But, results are worth while.

By CAROLE MAY

Fairs are a market with a reported annual attendance of 70 million people who beckon to industries that want to reach consumers directly.

State and county fair visitors have money in their pockets, money they plan to spend, but wisely. These people attend fairs for fun, but they use

their five senses on the products industries have to offer them. And they buy.

If you exhibit at fairs, if you have



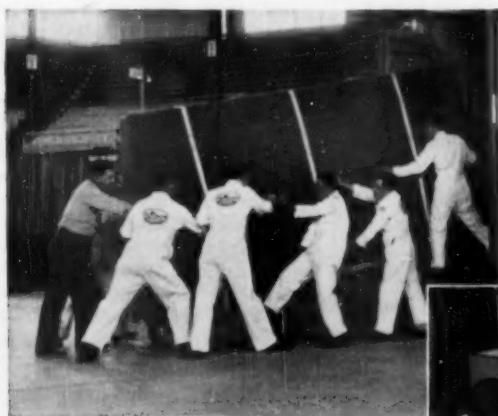
FIRST TIME, in 1959, State Fair of Texas consolidates all outdoor exhibits into "Outdoor Exhibit Terrace."



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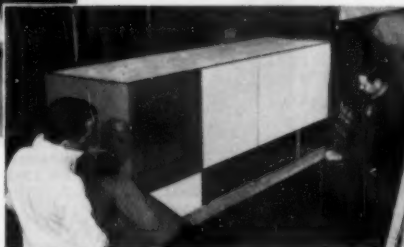


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competent sales personnel in your booths (who stay there to give the audience service and informations) you simply cannot miss.

Some day a smart, progressive state or county fair manager is going to surprise national industrial exhibitors with an attractive "package." Package deal will include overall costs of exhibit space, furniture, rug and backdrop rentals, booth janitor service, exhibit setting-up and dismantling, crating, booth lighting and insurance. However, until such a day arrives, the custom of having to deal

with each of these individual needs (and problems) at fairs prevails. You will have to buy your space from each fair's exhibit department, and then follow through the intricate labyrinth of servicing to the last detail.

► Interested in fair exhibits? Apply for your space not later than January. Do not expect to have a definite commitment on location of same until about April 1. Why? Fair managements extend an option courtesy to former exhibitors which runs until the

end of March, generally.

Fair managements are unique. Inner working of each is outstanding inasmuch as it bears no resemblance to that of any other fair. There are no uniform space rates among fairs, nor of booth sizes, nor of hall layouts, nor of rules and regulations.

Most space is sold on the square-foot basis. It costs from \$1 to \$3 per square foot, depending upon size and quality of audience. When buying fair space, always check the number of days the fair is scheduled to run. Few fairs run over 10 to 12 days, so any additional time might be considered a bonus for exhibitors. Most larger fairs have buildings designated for special use: agriculture, dairy products, sciences, industries, farm products, home products, and a very popular one, "Home State Industries."

Several years ago an economical exhibitor made this comprehensive report on costs and results of his fair campaign:

He exhibited at 14 fairs and did not use formal exhibits. His total fair budget was reported at \$8,000. Cost of space was \$2,108.50. (Same space today would average perhaps 10% higher.) Company's salaried personnel manned the booths with no cost for extra help. Least expensive booth was at Southern States Exposition and highest priced were at California State and Los Angeles County Fairs. Higher rates reflect differences in attendances and length of time fairs ran.

After payment for space, balance of budget was used to finance travel, hotel bills and other incidental exhibit expenses.

Exhibit theme was educational, with a special appeal to women. Company was gratified to have placed its message before 400,000 selective women, women who would be buyers of its products.

During the same year, one of the largest truck manufacturers in the country set up exhibits in seven fairs. Six of its exhibits were under tents. For these it had to have between 10,000 and 12,000 square feet. (There is wastage in tent set-ups, both inside and outside.) Seventh exhibit was housed in an automobile building. Here the company used 7,000 square feet. Total cost for space was somewhat over \$10,000.

Inasmuch as this company does everything in quality fashion, overall costs probably were five times that amount. It sold trucks right off the floor and felt well compensated for its investment.

Fair circuits are from July through



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October. One of the large fairs is an exception. Florida State Fair is held in Tampa in February.

Because of over-lapping dates of important fairs, it is almost impossible for one exhibit to be used at more than four consecutive fairs in one season. For instance, one unit might be sent to Illinois, Wisconsin, Eastern States and Texas fairs to allow plenty of time for travel and shipping between fairs. Another unit might show at Iowa, Kentucky, Oklahoma State and Alabama.

It is estimated that there are 2,500 fairs held annually. At all of them exhibitors are encouraged to take orders, sign up new jobbers and representatives, do a straight promotional job, or perhaps just build prospect lists. Most, but not all fairs permit over-the-counter sales.

Because of state and federal laws, few fairs will permit anything that approaches a lottery pattern.

Largest and perhaps most glamorous fairs in the country, in my opinion, is State Fair of Texas. This is held annually in October in Dallas. The fair has permanent grounds, beautifully landscaped, deluxe buildings for special types of exhibits and entertainment. Plant valuation is in excess of \$35 million. It is a 17-day fair with well over two million attendance.

Los Angeles County Fair at Pomona in September reports a yearly attendance of well over a million as do several other fairs.

► High on my list are Minnesota State and Wisconsin State Fairs. Both are located in the middle of America's bread basket. Each reports an annual attendance of close to a million.

Other popular fairs are: Eastern States Exposition, Springfield, Mass., September; California State Fair, Sacramento, September; Illinois State Fair, Springfield, August; Indiana State Fair, Indianapolis, August-September; Iowa State Fair, Des Moines, August-September; Kansas Free Fair, Topeka, September; Kentucky State Fair, Louisville, September; Michigan State Fair, Detroit, August-September; Michigan Farm Products Show, Saginaw, September; Ohio State Fair, Columbus, August; Oklahoma State Fair, Oklahoma City, September; Southeastern Fair, Atlanta, Ga., September-October.

► Anyone of these fairs will give you a good run for your money. Attendances at each range from 200,000 to a million annually. You may even want to get your feet wet in a small fair such as Walworth County Fair, Elkhorn, Wis., which is a farmer's

fair, with an attendance of between 10,000 and 15,000.

It is up to a prospective exhibitor to determine whether he wants national, regional or local exposure of products, and whether he wants inside or outside space. (The latter is less costly, but tentage, utilities and such bring costs up close to those of inside space.)

Don't expect your advertising agency to assist you to prepare fair exhibit schedules. Few agencies have the know-how and organization for such work. Seldom do they have anyone on their staffs who know the rudiments of fair exhibits and details.

And, if they have: "How are we going to be compensated for services and expenses?" is their question.

► If you plan a long-range fair exhibit program, most satisfactory method is to set up a yearly budget to finance a fair department within your own organization. If that is out of the question, employ a consultant who will work on a per diem basis and take all the aches and pains out of the operation.

One thing is certain. If you have the intestinal fortitude to handle the job, fairs are bound to prove a wonderful consumer market for you. ♦



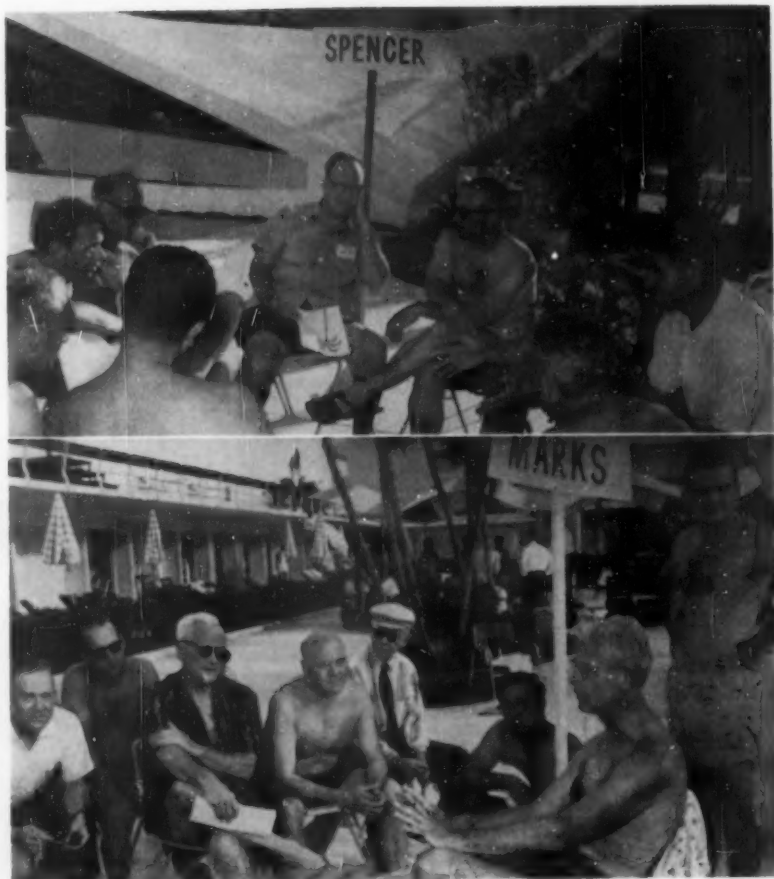
In metropolitan Dallas, there are more than 8500 hotel rooms — ready to handle even the largest national conventions. Within the past few years, two new multi-million dollar hotels have been constructed to make Dallas one of the nation's most favorable convention sites.

And for your actual meeting place, beautiful State Fair Park is unsurpassed in the city! Six permanent buildings (two are air conditioned) with 342,000 square feet of exhibit space and three auditoriums seating 200 to 4,000 make it easy to find the right spot for your group at State Fair Park. There's easy parking, with free facilities for 12,000 cars. It's easy to reach, too... just ten minutes from downtown Dallas. And even easier to get complete information about State Fair Park... just drop a line to P. O. Box 7755, Dallas 26, Texas.

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DALLAS

New Kind of Round Table

After formal sessions guest speakers hold discussions in garden and around pool. Audience is free to pick groups. Ideal for question and answer period. Innovator will use same technique in the future.



Round table discussion doesn't need a round table. It doesn't even need a table. It can be so informal that everyone wears swim trunks, including guest experts.

This new kind of round table works. It was developed by Million Dollar Round Table of National Association of Life Underwriters. This organization of insurance men meets each year for "education and social experience."

"Our sessions are painstakingly planned," says Quaife M. Ward, executive director, "to obtain proper balance of fundamentals of sound selling, and to explore techniques in the more advanced areas of life insurance usage."

Million Dollar Round Table meetings are strictly business. "Perhaps the reason that our members get such tremendous benefits from associating together and with guest speakers is unique," Ward points out. "No families or friends or guests of members are permitted on the meeting site during the entire meeting period. This rule—as old as the Round Table and to which no exceptions are made—reflects the determination of members to gain maximum good from the ex-

change of ideas without outside distractions."

Topics, speakers and methods of presentation for sessions are carefully selected to insure audience interest. "Over the years the Round Table has used all proven techniques to encourage free exchange of ideas," Ward reports. "This, of course, is important. As the Round Table has grown, attendance at annual meetings has increased proportionately. This makes it increasingly difficult to retain intimate relationships that exist at smaller meetings."

For its last meeting, program committee came up with the new idea for informal group discussions. "To make it possible for each member to meet and talk with any speaker, the program committee elected to have speakers for each day appear at specific locations in the pool and garden area of Americana Hotel (Miami Beach) from 4:30 to 6 p.m.," Ward explains.

This meeting device was named "Dates with the Stars"—stars being formal program speakers. In the printed program, a photograph of the hotel's pool area was imprinted with

red numbers and stars. Stars indicated where speakers would conduct informal discussions and numbers identified speakers who were listed by number on the program. At poolside and in the garden area, signs were erected with the speakers' names.

Said the program: "During general sessions and even during workshop sessions, many of you may have general or specific questions that you do not have an opportunity to ask. Now you will have a chance to meet, greet and question all of our experts personally."

"Each afternoon, following formal sessions, speakers of the day will be in selected areas of the beautiful Americana garden—so you won't have to make an appointment or a specific arrangement to see them—they will be waiting for you."

"Wear your bathing suit, bring your sun tan oil, relax and enjoy yourself—but at the same time you can visit informally."

"It was an exceedingly popular innovation," says Ward. "Where facilities permit, we plan to continue 'Dates with the Stars' sessions in the future." ♦



British Plan Biggest Fair

Largest trade fair ever held by one country in another will be staged in New York City's Coliseum this summer. Show will take four floors of the hall. Seventeen-day event will include entertainment tie-ins for public. Exhibits will present everything from food and clothing to heavy machinery and electronics.

Plans to build an international "shopping window" can be tacky, but British Overseas Fairs, Ltd., reduces problems to simple logistics.

New York Coliseum is to hold the largest trade fair ever held by one country in another, this June. It is to be a hard-hitting sales campaign to combine salesmanship with prestige advertising for United Kingdom. With America already the largest, single importer of British goods, Federation of British Industries aims to raise an annual \$864-million worth of goods sold locally, to \$1 billion in 1960.

Officials of the 17-day trade fair promise displays of cars, clothes, food, beverages, heavy machinery and construction equipment. Exhibits for many industrial purposes will involve plastics, chemicals, drugs, office equipment, agricultural machinery, radio and television—with a special section for electronic instruments.

British Overseas, Ltd., a non-profit subsidiary of Federation of British Industries, organizes international exhibitions with British government backing. Chartered to organize a British trade fair in Baghdad (1954), company has programmed affairs in Copenhagen (1955), Damascus (1956), Helsinki (1957), Brussels (1958) and Lisbon (1959).

Planning schedules tick off like clock work. New York project was submitted, completely budgeted, to a

"Grand Council" of Federation of British Industries. Approved plans were returned to B.O.F., Ltd., one year before a trade fair opens. Full management and organization of exhibitions are shouldered by the subsidiary.

Following approval, exhibit space sales began with solicitations to English manufacturers and agents of British goods in the U.S. Basic charge for floor space is four dollars per square foot, on all levels in the Coliseum.

As a bonded area, the Coliseum permits British to import products into the U.S. duty free, with the provision unsold goods are returned to Britain. Items sold during the trade fair will carry the normal duty.

Exhibitions Manager D. A. Lamb says, "Displays will show best and most advanced in British industrial products."

Planners will include non-commercial events to help make fair a "hit." Sporting events, concerts and motor car rallies are believed important if show is to be a successful, typical "British event." Most spectacular at British overseas fairs is the "Military Tattoo" which may be included in fair in New York City.

Another non-commercial feature will be a shrine of famous documents on concepts of freedom and justice, with emphasis on our common Anglo-

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American heritage. A cinema will show industrial films and British telefilms.

Ideas embodied in the British Pavilion at the Brussels World Exhibition is to be applied in New York. All floors of the Coliseum are to be filled at this trade mart. British Post Office complete with historic stamps is to include the original Black Penny, which values at \$1 million. Widespread interest among U.S. philatelists is expected.

A replica of the original 17th Century Coffee House of Edward Lloyd

alongside an impression of Lloyd's new London headquarters building is to be among attractions.

One floor will emphasize a "Bond Street" where merchants will hawk textiles, furniture, clothing, china, glassware and leather goods.

To better sell British specialties, planners will devote the top floor of the Coliseum to retail gifts, food and beverages. An English Inn, complete with English barmaids, will be built amidst a series of small English gardens. Flowers are to be flown from London. ♦



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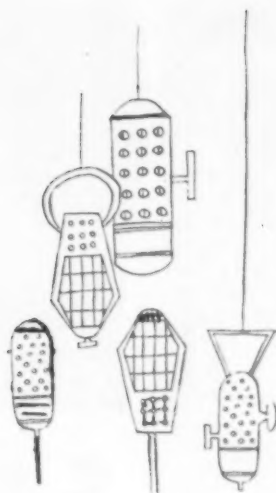


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First Aid for "Sick" Mikes

Six most common problems with PA system and what to do. You don't have to be an electrical engineer to find the mischief makers. Use these checks, tips and simple remedies—in advance.

By R. E. WARD
Customer Service Manager, Shure Brothers, Inc.

Probably nothing is more exasperating to a speaker or his audience than a public address system that acts up. Maybe it sends out an ear-piercing squeal, maybe it doesn't sound loud enough, or maybe it won't produce any sound at all.

If you find yourself faced with a situation like this, don't regret you're not an electrical engineer. There are six common PA system troubles. If you check them out in advance, you can avoid them. If they occur during your talk, you know what to do about them.

Here are the six mischief-makers which you should be aware of if you want to make your PA system behave:

1. Feedback: Most prevalent PA system disorder is a harsh, shrill squeal called feedback. It happens

when the microphone picks up sound from the loudspeakers, re-amplifies it, and re-broadcasts it in a vicious circle.

Feedback is most often due to incorrect microphone selection and placement. Before the meeting or performance, make a "dry run" of the sound system as follows:

- Turn up the amplifier gain control so that with a normal speaking voice and distance from the microphone (12 inches away), there is adequate sound coverage in all parts of the room.
- If the system operates satisfactorily, try it next with a much louder voice.
- Since gain usually must be turned up higher when an audience

is in the room, try raising the gain a little and speak again in a normal voice.

- If there is no feedback or ringing sound, system should perform adequately during the actual meeting.

If there is feedback during any of these steps, try the following remedies:

- Check microphone to see if it is the uni-directional type. This type picks up sound mainly from one direction (the speaker) and minimizes chances of picking up and amplifying sound from the audience.

- If feedback exists even with the uni-directional microphone, try moving it a few feet to either side or away from the front of the stage or platform. Also try turning microphone from side to side on its stand. If microphone position is critical, avoid moving it during actual meeting.

- If feedback persists and loudspeakers are approximately at the sides of the microphone, it would be well to try a bi-directional type microphone.

- Move loudspeakers, if possible, to minimize feedback.

- In general, the audience will absorb sound and discourage some types of feedback.

- Control your speaking voice. Your sudden raising of voice without backing away from the microphone, or speaking so softly that the gain must be increased, or standing too far from the microphone are all feedback-producing factors.

2. Long cable runs: When the microphone is connected to the amplifier by long runs of cable (over 25 feet), some frequency response is often lost and volume is reduced.

Problem is one of using a microphone of correct impedance. For normal cable runs, high impedance microphones are used. These microphones are the most common for two reasons: (1) Most amplifiers have only high impedance microphone inputs, and (2) high-impedance microphones generally cost less.

For long cable runs, it may be necessary to use a low-impedance microphone connected to a low-impedance input amplifier. A high-impedance input amplifier can be used if a matching transformer is hooked into the line at the amplifier.

Another solution is the multiple-

IT'S THE WISE GAVEL...

that hits the board,
that stands on the lectern,
which faces the crowds, that attend the speaker,
who can be seen on closed TV
in thirty rooms, both large and small,
which create the nation's largest space
available in portion or package
to mammoth convention or intimate group...
but is yet just a part
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Americana
THE HOTEL OF THE AMERICAS

INTER-OFFICE MEMORANDUM

ROUTE TO

W. M. R.

Bill - Just got back.
It's everything we
heard - and then some.
My vote goes to the
AMERICANA!
Jim

* 135,000 square feet.

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National and regional associations and companies find Ponte Vedra "tops" for meetings from September through February and from May 1st to June 15th. Write for details. Address: LUTNEY N. GRIMES, Gen. Mgr., Ponte Vedra Club, Ponte Vedra Beach, Fla. Call ATwater 5-2121



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Everglades
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- Let Our Sales Director tell you what can be done for your group



Biscayne Boulevard, 2nd to 3rd Streets, Miami

impedance microphone with a switch that changes it from high to low.

3. More than one microphone: When more than one microphone is used to pick up action or voices from several locations, a mixer is needed. All microphones are plugged into this mixer which in turn is plugged into the amplifier. You use the mixer to balance sounds coming in from microphones and to shut off those which aren't in use.

Most complicated problem of multiple microphones placement comes when a dramatic skit is to be presented. Often participants must move about considerably, and microphones must be placed in such a way that they will pick up voices anywhere on stage.

If action can be centered around a desk or similar prop, the problem is simplified. One bi-directional or omni-directional microphone on a table stand can then serve three or four persons.

Where over-all movement and speaking is necessary, several uni-directional microphones can be set up at strategic points over the stage and controlled with the mixer. "Dry run" is very helpful here.

4. Booming or hollow sound: When these sounds occur, move away from the microphone. Your standing too close accents low tones. If booming persists, your microphone may have a poor frequency response that "peaks" and overemphasizes either bass or high sounds, or both. Another cause, easy to correct, is faulty adjustment of bass and treble controls on the amplifier.

5. Hiss and hum: This can happen when the microphone or cable is too close to an electric wire or electrical device. Move the microphone, cable,

or electrical device. If that isn't possible, use a low impedance microphone and matching transformer. Also check to see that the microphone cable shield is grounded.

6. No sound: Check to see that cable is connected to microphone, amplifier and speaker. Make sure amplifier is "on." If microphone has an on-off switch, see that it is "on." Does microphone impedance match input impedance of amplifier?

Check plug connections at microphone and amplifier. If amplifier has

more than one channel, see that proper channel is "on." Check amplifier fuses. Check electrical system fuses.

Master these troubles, and you'll have overcome 90% of PA problems that might irk you. If trouble persists even after you've taken all these recommended steps, you've done your best. Next step is to call your sound consultant, system installer or technician.

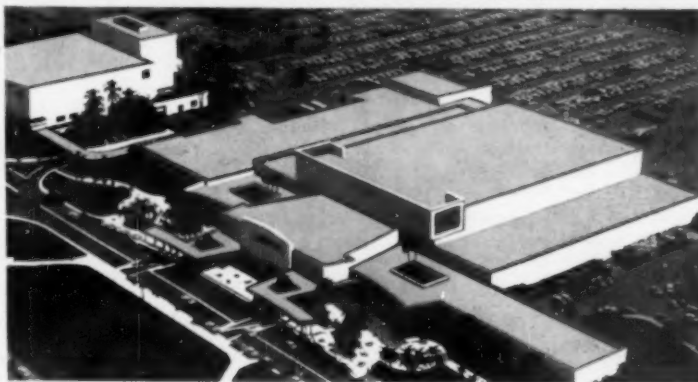
Don't delay in knowing what to do. You may need an effective sound system sooner than you think. ♦

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THE **SKYLINE INN** and Cottages
MOUNT POCONO, PENNSYLVANIA
at the Top of the Poconos



AUDIENCE HOLDING POWER is advantage of phonomimic. Performer mouths words heard by audience on telephones.

How Are the "Wired" Mimics Doing?

After six years, phonomimic technique still going strong. Now produce shorter, tighter message for girls to mouth. Casting narrowed down to girls who have dramatic experience in school.

Phonomimic technique as an exhibit attraction is almost seven years old. From its first use by Westinghouse Electric Corp. in 1953 until today, it still draws crowds.

What have the creators of this ex-

hibit "stage show" discovered over the years? What's being done different since it was first exposed to show attendees in Houston at the Petroleum Industrial Exhibition?

First, what is phonomimic? Harry

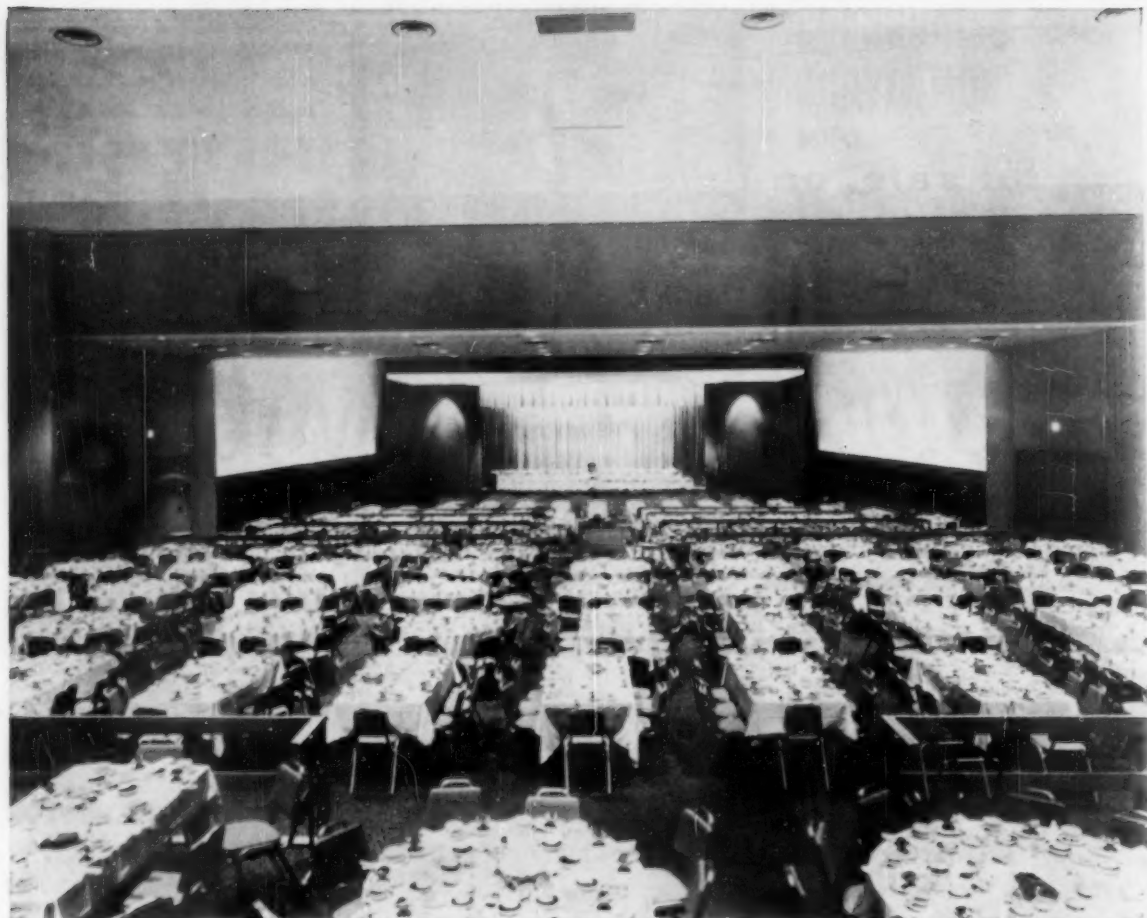
Gardner, president, Gardner Associates, Inc., Pittsburgh, says, "It is, essentially, the marriage of live pantomime—one of man's oldest dramatic expressions—to pre-recorded sound." In the Gardner system (patented),

CANDIDATE for pantomime is screened for exhibit.



TWO MIMES work Westinghouse booth at Air Force Show.

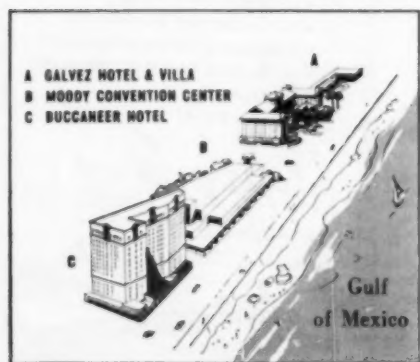




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Spring Valley, N. Y.
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COSTUME, even back at '56 Metal Show, is modest. Emphasis is on message.



PHENOMIMIC use at Retail Merchants Show is one of 30 uses each year.

sound is channeled through a closed telephone circuit from a recorder to a number of earphones available to exhibit visitors. One wire (hidden) connects the performer (who mouths words of recorded message) via an ear button. Thus, she can hear the message exactly as it is heard by booth visitors.

Show visitors are first attracted by one or several costumed girls who obviously telling a story (unheard) and going through exaggerated motions. When a visitor picks up an earphone, he hears what the girl (or girls) are "saying."

Since that first Westinghouse use of phonomimic in Houston, several things have changed:

1. **Shorter scripts:** If you keep the same booth visitors too long, you limit your potential audience. Aim is now to have bigger turnover. To get it, scripts now are written shorter and tighter.

2. **Subtle approach:** Sales "line" is now more subtle. Less "force" applied, more effective results. Aim is to leave strong impression on viewers (listeners) without their feeling trapped into a too strong commercial.

3. **Special casting:** Gardner Associates, display design company, has found that girls who are sincerely interested in dramatics as a career are, by far, the most reliable performers.

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Ann Kroger,
Sales Manager

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into the cool
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160 Central Park South, New York 19

CONDADO-CARIBBEAN HOTELS, INC.

Le Reine Elizabeth *E* The Queen Elizabeth

THE LATEST WORD IN SERVICE FOR CONVENTIONS!



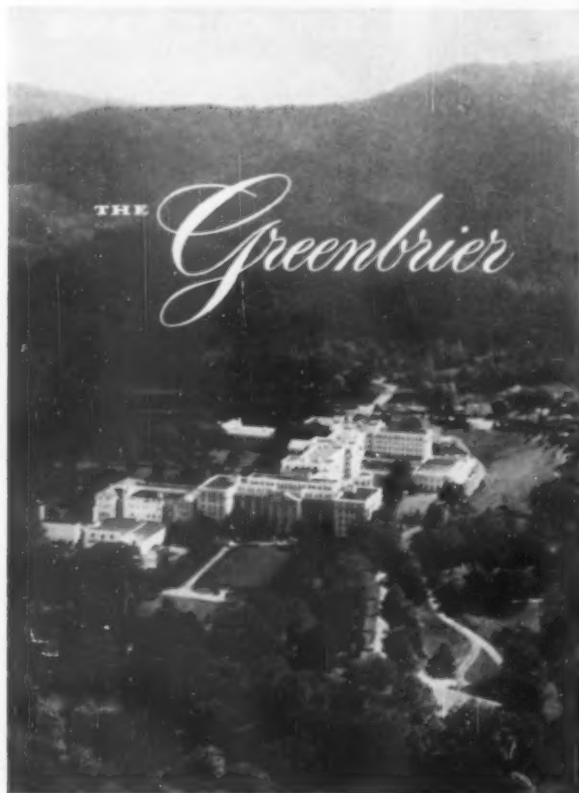
You and your group are assured of the most efficient attention, gracious service, and the ultimate in function facilities when you hold your convention or sales meeting at The Queen Elizabeth, Canada's newest and finest hotel. Here are 15,000 square feet of exhibit space, 23 meeting rooms for up to 3,000 for meetings or 2,000 for banquets . . . and 1,216 spacious guest rooms, each with individually controlled electronic heating and air conditioning. Yours at The Queen Elizabeth are the same impeccable service and superb convention facilities as thousands have enjoyed at The Waldorf-Astoria, Palmer House and other Hilton Hotels in the United States. Added welcome conveniences are the direct indoor connections to the garage (free to room guests), the Canadian National Railways Station and Montreal Air Terminal. Delegates attending conventions here will thoroughly enjoy their visits to Montreal, where British institutions and French traditions are delightfully blended. Plan now for your next meeting at Montreal's most modern convention hotel.

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MONTREAL, CANADA (a C.N.R. Hotel)

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For information contact The Queen Elizabeth, Montreal, Canada—Telephone UNIVERSITY 1-3511, or Sales Division, Hilton Hotels International, The Waldorf-Astoria, New York 22, N.Y.—Tel. MURRAY Hill 8-2240.



AMERICA'S INFORMAL BUSINESS CAPITAL

You will find at The Greenbrier the perfect setting for your conference, whether it be for ten or a thousand people. The new, air-conditioned West Wing has an auditorium with a 42-foot stage, new sound and projection machines, splendid banquet arrangements, and a theatre with a CinemaScope screen. Accommodations are magnificent; the food is gourmet fare. For after-session enjoyment The Greenbrier's recreational facilities are unsurpassed. And our staff of experts not only helps in planning your program, but they also handle the details to carry it through successfully.

Special Winter Rates available on request. Include a spacious, luxurious room and The Greenbrier's traditionally fine meals, green fees (our courses are playable much of the winter), swimming in mosaic tile indoor pool, membership in the Old White Club and gratuities to service personnel. EFFECTIVE DEC. 1, 1959-FEB. 29, 1960.

FOR INFORMATION write Charles L. Norvell, Dir. of Sales. Also reservation offices: New York, 17 E. 45th St., MU 2-4300 Boston, 73 Tremont St., LA 3-4497 • Chicago, 77 W. Washington St., RA 6-0624 • Washington, D. C., Investment Bldg. RE 7-2642 • Glen W. Fawcett: San Francisco, 1029 Russ Building, YU 2-6905 • Seattle, 726 Joseph Vance Building, MU 2-1981 • Dallas, 211 N. Ervay, RI 1-6814 • Los Angeles, 510 West Sixth Street, MA 6-7581.

THE *Greenbrier*

WHITE SULPHUR SPRINGS • WEST VIRGINIA

SALES MEETINGS/Part II SALES MANAGEMENT

"We rely almost exclusively on products of university drama schools or registrants with legitimate theatrical agencies," reveals Mrs. Priscilla Gardner, vice-president and in charge of castings, scripting, recording and staging production. "We still sometimes find it necessary to screen as many as 100 applicants to obtain two or three performers."

No matter what the story line for phonomimic, best results come when the last part of the message suggests that booth visitors talk to salesmen who are on hand at the booth. This is now standard procedure for all presentations.

► Cost-wise, Phonomimic is not a cheap booth attraction. Nor is its use

limited to giant budgets. The medium's mechanics have been refined to a point that an "average" budget could handle this technique, says Harry Gardner.

Phonomimic seems to be flexible enough to fit all kinds of exhibits. It has been used by Ford Motor Company's traveling exhibit, "Country Living." Westinghouse, pioneer user, has applied the technique many times—as recently as the Air Force Show in Miami Beach.

There is a magic in live performance that attracts crowds. Warner-Chilcott Laboratories clocked 13,000 visitors to its phonomimic exhibit at four-and-a-half-day American Medical Assn. show. This was almost 50% of the potential audience. ♦

Popular Reprints

While supplies last, you may order the following reprints from Readers' Service Dept., Sales Meetings, 1212 Chestnut St., Philadelphia 7, Pa. Send remittance with your order.

HOW TO CLOSE SALES AT A TRADE SHOW—William Rados

16 tips on what it takes to sign more orders at your next trade show 15c

HOW TO BE A CLEVER CONVENTIONEER—E. D. Parrish

Here are 12 "musts" to help you get the most out of any convention you attend 10c

EXECUTIVE CUE SHEET FOR PLANNING A MEETING

A guide to elements to consider when you plan any type of meeting 15c

HOW TO HANDLE "SQUARES" AT ROUND-TABLE DISCUSSIONS — Paul Roberts

Nothing encourages constructive thinking like a round-table discussion 15c

OBSESSION WITH NEW TECHNIQUES DESTROYS MEETING EFFECTIVENESS —Hugh A. Gyllenhaal

Here's a problem-solving guide to help you plan sound conferences 15c

HOW CAN SO MANY COMPANIES DO SO POORLY—Ed Grief

Odds are 50 to one that your company misses the boat on most public relations opportunities at shows. Few tap the potential in publicity. Here's how to improve your odds 15c

WHAT'S WRONG WITH COMMITTEES (and what you can do about it)—Milton J. Wiksell 15c

WHAT'S THIS BUSINESS OF BRAINSTORMING AND CREATIVE THINKING ALL ABOUT?—Dr. B. B. Goldner

Stimulation or stifling of creating imagination is in the hands of top management 15c

WHY DOESN'T BRAINSTORMING ALWAYS SEEM TO WORK?—Dr. B. B. Goldner

There are four big reasons why creative-thinking sessions do not produce effective results for a company 15c

ROLE-PLAYING: DO-IT-YOURSELF TECHNIQUE—Richard Beckhard

'Ad-Lib' Script is multi-purpose tool for Training Meeting 10c

40-POINT CHECK LIST AND FOUR RULES FOR PLANNING — William Rados 10c

BONG-G-GI! THEY THINK POSITIVE NOW—Louis H. Brendel

Chinese gong for brainstorming session and "bitching pad" for gripe session cut negative comments from discussions 10c

YOUR WEAPON TO UNLEASH BRAIN POWER—Ian E. McLaughlin

Use conference method to build up strengths in your men rather than concentrate on weaknesses. Give men opportunity to express themselves 15c

WHAT YOU SHOULD KNOW ABOUT LABOR AT SHOWS

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Beware the Big Gimmick

Three Curtis publications stage national sales meetings in same year which is unusual. One, American Home, attempts to use big balloon as meeting theme and runs into all kinds of problems.

Unusual gimmicks at sales meetings may be envied, but to stage such spectacles can be risky. Special stunts entail imagination, hard work and constant worry that things may easily go amiss.

American Home Magazine built one such spectacular at its national sales meeting to launch a new decade in advertising. A 15-ft. gas balloon, complete with under-hang basket, was anchored to hotel roof under which conclave was held. "Sky's the Limit" balloon symbolized an upward trend for American Home.

Months of preparation went into the \$200 project. Balloon had to be purchased, under-hang basket assembled, coils of hemp rope gathered for rigging, raised cover material (contact) acquired to give wooden basket a wicker-like appearance. Inside basket, a giant reproduction of American Home was mounted.

Balloon was assembled by staff members of American Home promotion department.

Helium to inflate balloon proved to be almost as rare as two quarts of paint in a one quart container. The colorless, light-weight gas is under federal government control. Supply is limited and heavily used for military activities. While government clearance was not required in this case, it was nevertheless informed of American Home's plan to buy helium.

After a barrage of inquiries to government agencies and helium suppliers, two cylinders of helium were purchased. Gaseous ingredient was later chauffeur driven to The Inn, Buck Hill Falls, Pa., in a black Cadillac sedan.

In the Pocono Mountains more gas was found to be needed. Sudden cool spells at night caused gas inside to contract and partially collapse the balloon. The black limousine sped back to New York City to transport more helium especially flown from Texas to bolster balloon's pressure. Finally, all was set.

However, unexpectedly, balloon



broke loose from its mooring and was seen to float away over Pennsylvania's hills. "Sky's the Limit" was emphasized to onlookers when balloon exploded in the distance.

For American Home (most recent addition to Curtis Publishing Co.) the Pocono conclave was its first national sales meeting. Most salesmen were new to Curtis operations. Members either came from original Home staff or elsewhere.

Meeting was to combine advertising

sales techniques and information about Curtis. Affair itself was "drummed" by humorous promotion pieces sent to Home staff to tell of agenda to come. Several weeks in advance, material was mailed every three days to mount interest.

Among new advertising ideas presented were 3-D effects. Ads "perform" as reader leafs through magazine. One consists of an orange which peels itself. In others a hammock holds reclining man, and a building erects itself. Ad ideas were presented in four feet high posters, spotlighted in dimmed room for effect. All are to lend a new dimension to advertisers.

Long-range plans were revealed to staff members. Changes in magazine format to take place in the next few years were described. Paste-up of new ad colors and layouts to be used in future issues were shown. Changes are believed to open new horizons to Home advertisers.

American Home, Holiday and Ladies Home Journal all scheduled separate general sales conferences last Fall to better explain their 1960 advertising plans and to permit employees to meet new management heads.

Three national meetings made 1959, in one respect, a "blue ribbon" year for Curtis. Major sales conferences are held only when felt necessary—usually once every three years.

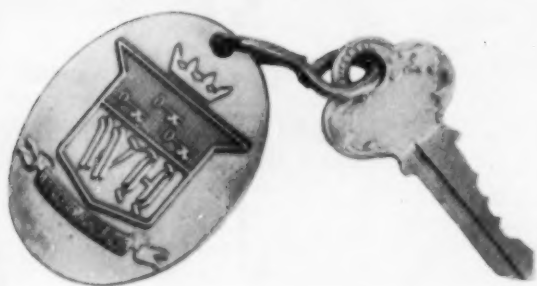
Curtis space salesmen are employed on straight salary to encourage teamwork which sometimes is hampered by competition for commissions. Commissions are felt less practical since an advertiser often requires a Curtis publication to contact several of its separate offices. In such instances, men work in teams. To determine who deserves the commission could result in sticky problems.

Conferences gave men, normally miles apart, a chance to discuss mutual clients face to face.

Group participation was built into each Curtis meeting. Every man was



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***You're a Very Special Person when you stop at...**

*Executive Offices
Olympic Hotel
Seattle, Wash.*



Western Hotels
INCORPORATED

JANUARY 15, 1960

151



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For a rousingly successful meeting plan it in Hawaii. Or, if it is in one of the western states, schedule a post-convention tour to these enchanting islands.

For more information about the world's most exciting convention area, write or wire:

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SPACE SALESMEN hear future editorial plans and "book" policy in editorial workshops. At table Journal Editors, Mary Bass and Dawn Norman talk.



MOCK CASINO in which Journal salesmen gamble play money as part of national sales meeting, "One for the Money." Winners bid for prizes.

given an opportunity to cover his specific sales problems at individual conferences, editorial workshops and group discussions.

Magazines staged editorial workshops in which space salesmen discussed "book" policies with editors. Men were shown how ad copy and editorial content can be related to better fit advertiser's plans. For example, portions of a Curtis publication lends itself better to fashion advertisers.

"Holiday, Plus 10" was keynote at magazine's fourth national sales meeting, staged at Shawnee-on-the-Delaware, Pa. "Plus 10" refers to the 60's. Holiday sales executives described expected market conditions for the next decade.

"Target accounts" were sighted and best sales techniques explored in hopes that named prospects may be added to Holiday advertisers in 1960. (Special promotions to aid in cultivating prospects were in home offices by

Little Rock!

IDEAL

Convention CITY

LOOK AT YOUR DEALERS OR
MEMBERSHIP AND COMPARE
LITTLE ROCK'S LOCATION . . .

✓ CHECK THESE ADVANTAGES, TOO!

- ✓ 4 modern hotels
- ✓ Ample air conditioned rooms
- ✓ Air conditioned banquet rooms
- ✓ Air conditioned municipal auditorium
- ✓ Historical sights
- ✓ Central location—good transportation
- ✓ Excellent eating facilities
- ✓ Reasonable prices
- ✓ Numerous golf courses
- ✓ City of hospitality

FOR INFORMATION, WRITE OR PHONE

H. J. BURFORD, General Manager

SOUTHWEST HOTELS, Inc.

P. O. BOX 389

LITTLE ROCK, ARKANSAS

**Sales meetings
at resorts get results**



**Best In The Midwest
year 'round
Oakton Manor**

Pewaukee, Wisconsin
Two hours from Chicago

**year 'round
Nippersink Manor**

Genoa City, Wisconsin
One hour from Chicago

Chicago office: 619 North Michigan • MOhawk 4-6750
Sam Lippert, Sales Manager



ONE JUMP AHEAD!

THE EXCITING NEW
Villa Moderne
MOTOR HOTEL
HIGHLAND PARK, ILL.

One jump ahead... in tailoring the finest meeting rooms in the Midwest for sales meetings, conventions, exhibits... the Villa Moderne is planned with your business sessions in mind. Closed circuit TV, portable stages, finest in sound and lighting equipment. Easily accessible to Chicago... all transportation. Recreational facilities include heated indoor pool, solarium, outdoor ice skating and bowling. Continental cuisine in the Fountain Room restaurant and Highland Fling cocktail lounge. Every type of accommodation from single rooms to executive suites.



SKOKIE ROOM FITS ANY TYPE EXHIBIT

Free parking for 500 cars... heliport for busy executives. Send for details and brochure to: Pat Miller, General Manager, P. O. Box 567, Highland Park, Illinois.



SUMMIT ROOM FOR TOP-LEVEL MEETINGS

THE VILLA MODERNE MOTOR HOTEL
Edens Expressway at Lake-Cook Road • Highland Park, Illinois

POLAND SPRING RESORT

Serving CONVENTIONS Half a Century
MAINE'S FAMOUS SPA

Easy to reach by TURNPIKE, Train or Plane
POLAND SPRING HOUSE and MANSION HOUSE
Accommodations for up to 500
Known for good food and fine beverages.
Complete business and recreational facilities.
Write for DATES and colorful literature.
Groups Invited May Through October.



Poland Spring Hotels, Poland Spring, Maine... Home of Poland Water

You'll get a "KICK" out of
our gay-ninety decor and
nostalgic Handle-BAR Room



time men returned).

Conference was straight forth in its approach. A research study was reported in which Holiday asked an independent organization to analyze its readers. Statistical portrait painted typical Holiday reader's household as: An active one that owns one or more automobiles. Travels a lot. Takes part in community and club activities. Enjoys books and own some stock. Enjoys music. Lives in its own house. Does good deal of entertaining, and watches cocktail hour approach with warm anticipation.

Results of study were expected to better equip salesmen to relate Holiday's readership to potential advertisers and to develop common ties.

Ladies Home Journal adopted "One for the Money" as its slogan to kick off its 60's ad campaign. Theme was further reflected as \$1,000 (play money) were distributed for people to gamble in mock casino. Winners later bid with "money" for prizes in an auction.

"Split run" advertising was major topic at Journal meeting, held at Gurney's Inn, Montauk, Long Island, N.Y. Advertisers can now contract for a portion of magazine's total circulation.

To schedule regional coverage the Journal must get supplementary sponsors to fill unused issues. Smaller companies can now benefit by magazine's prestige without paying for national rates on basis of entire circulation. Waste in advertising is eliminated with new offer.

Melting pot of promotion techniques were collected for the meeting and called a "Bank of Ideas." Men contributed from across the country to make the storehouse of knowledge exhibit handy selling aid. Each man was given "bank" to use at home.

Another major exhibit was a 50-ft. panoramic display which separates advertisers into eight general classifications. General separations were: appliances, department stores, drug stores, fashion, grocery, home furnishings, house wares, and variety stores. Under each group were listed ad sales tools available to meet current problems. Supplementary manual was distributed which outlined characteristic of advertisers in each group. Included were promotions which salesmen could use to attract new companies.

Cartoons summarized information given those who attended. To depict various sales strategy, caricatures captured basic ideas of events which took place in the four-day meeting. Not only were cartoons informative, but they tended to serve as "breakers" in what might have been monotonous reviews. ♦



Gulf Coast's most complete resort
for Conventions & Sales Meetings

EDGEWATER GULF HOTEL

Featuring a modern new Convention Hall to accommodate 750. A 700 acre estate of recreation and beauty overlooking the Gulf of Mexico. Our own 18 hole golf course—John Revalta, Winter Pro. Spacious freshwater swimming pool, and plenty of activities to entertain. A complete city under one roof.

Non Melsner, Convention Mgr.
Telephone UN 4-1312

GULFPORT, MISSISSIPPI



HUNTING A SITE?

Set your sights
on the
**DAYTONA
PLAZA**
or the
**PRINCESS
ISSENA**
...or both!

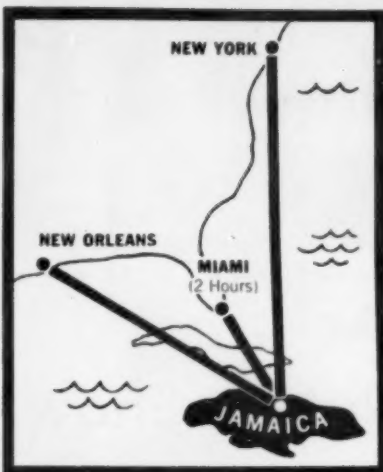
Each of these
Daytona
Beach
luxury hotels
can handle
up to 500 delegates
comfortably. Combined
convention facilities include
air-conditioning, banquet
rooms for 1000, three
swimming pools, beach
and cabana colony.

Large or small, your
meeting will be more
successful here.

Write for details.



10 REASONS why you should hold your next sales meeting in Jamaica



① Jamaica offers superb facilities for meetings large or small—the business part of your meeting will run like clockwork.

② Jamaica is an exciting, friendly and "foreign" place to be—the pleasure part of your meeting will be unforgettable.

③ Jamaica is mere hours by air from everywhere.

④ Jamaica is *not* expensive—why hold your meeting just anywhere when you can hold it *somewhere*—and for no more?

⑤ Jamaica is a free port with outstanding bargains in fine merchandise from all over the world—watches, cameras, perfume, liquor, etc. Your meeting in Jamaica has an incentive plan built right in!

⑥ Jamaica enjoys dependable weather. If the weatherman himself had to schedule a sales meeting, he would probably schedule it here.

⑦ Jamaica has 1001 things to *do* and *see* when business is finished. We defy you to be bored.

⑧ Jamaica is old-fashioned in the sense that it really wants to please you, and doesn't just pretend to. The difference is apparent instantly.

⑨ Jamaica is the place pirates used to hold their own sales meetings in days of yore. Pirates could go anywhere. They came here.

⑩ Jamaica has tourist offices in major cities. They'll bend over backwards to make your meeting a rouser. So will your travel agent.

come to Jamaica — it's no place like home

JAMAICA IN THE WEST INDIES • Jamaica Tourist Board • New York
Chicago • Miami • Toronto • Canada • Kingston, Jamaica, W. I.

Have a VACATION-CONVENTION at MANY GLACIER HOTEL IN NORTHWEST MONTANA

a mammoth Swiss chalet . . .
spectacularly located on Swiftcurrent Lake . . . in the center of
Glacier National Park's fishing—
camping—hiking area.

Write Convention Mgr., Glacier Park
Co., 218 Great Northern Bldg.,
St. Paul 1, Minnesota.





MEDISCOPE '59 was experimental show staged by Canadian doctors. Its success prompts plans for more shows.

MD's Put on Show for Public

Canadian doctors give time and cash to stage week-long show for laymen. Local business and industry in Toronto contribute dollars for exhibit. Force of 1,200 doctors manned 50 exhibits. Show drew 200,000 attendance. Medical men plan two shows a year.

Canadian doctors, many of whom are accustomed to incomes of dollars in minutes, contributed their time to help stage a fully professional medical exposition last fall to promote better public health. Week-long production in Toronto explored many facets of human body in laymen's terms.

Force of 1,200 doctors worked in four-hour shifts to help dispel fear and apprehension towards medicine for 200,000 visitors. Exhibits depicted medicine as it involves our everyday lives. Everything from common ailments to cancer were explained in 50 exhibits manned by members of Ontario Medical Assn.

Total cost for the show was about \$300,000, plus borrowed equipment from hospitals and manufacturers. Local business and industry contributed \$120,000 to Mediscope '59 (name of the show). Space rental revenues amounted to \$20,000. Individual contributions from 5,800 members of O.M.A. made up balance.

News coverage for Mediscope '59 was assessed as largest ever obtained

for any one show in Canada. It was "a first" in Canada because real doctors "rolled up their sleeves" to clarify "medical mysteries."

Promotion of Mediscope '59 began in early summer when one million copies of pamphlets were mailed to secondary school students. A series of releases went to news media within 100-mile radius of Toronto. Fifty billboards, plus windows of drug, food and bank stores displayed posters. Publicity was stepped up 10 days prior to its opening.

Its success provoked Ontario Medical Assn. to plan two expositions each year in various parts of the province. Plans for Mediscopes to come have not been disclosed.

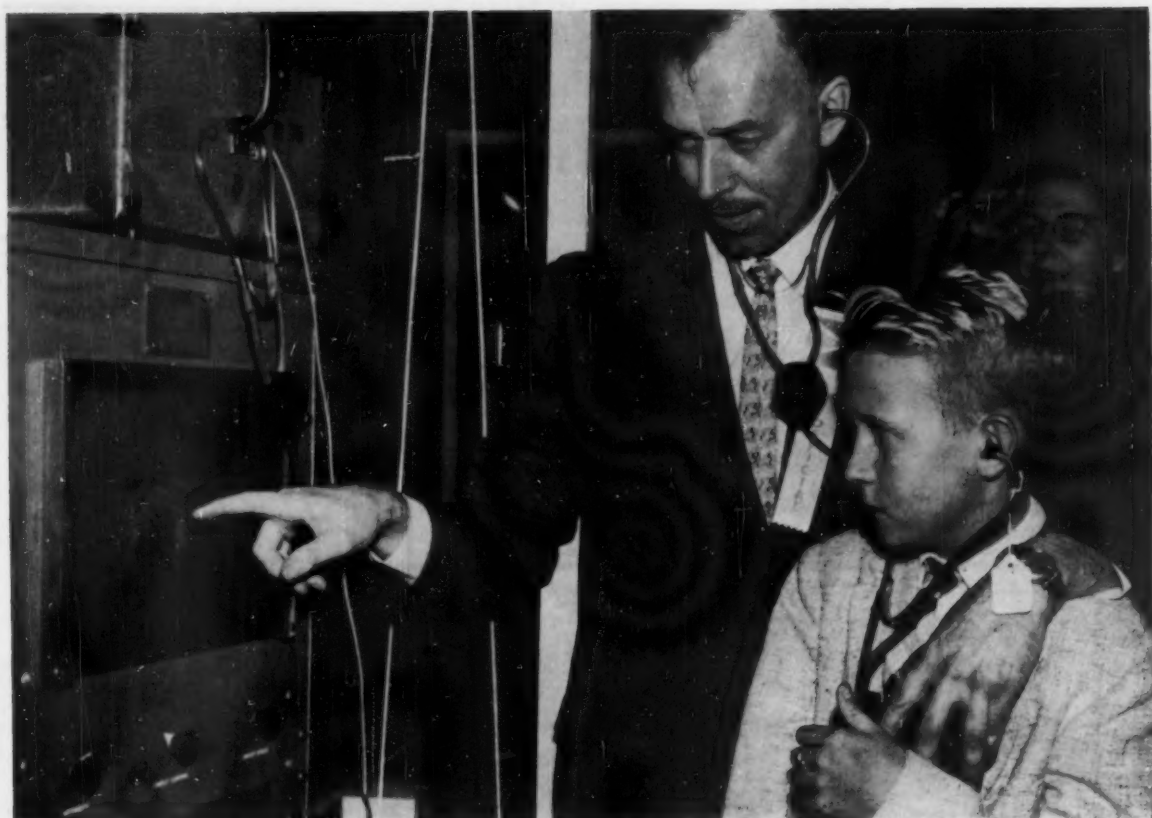
At the show, general practitioner is portrayed in a series of illustrations as backbone of medicine. He is the medical man closest to the family. To illustrate complete cycle he travels within the family, an exhibit shows the doctor delivering a baby girl. Later, he helps diagnose her childhood ailments such as infected tonsils,

adenoids and appendicitis. As child grows older she sees him treat grandfather. Finally a mature woman, she is seen visiting her doctor to ask him to look after her own pregnancy.

Sport injuries and their treatment was another exhibit theme. It showed how children are basically poor sports. Their first reaction is to win at any cost. Medicine in sports followed the athlete through high school, college and professional sports.

Visitors saw color photography used to train students, record detail, and report medical progress in publications. Development of newer color processes had made medical photography come of age, an exhibit pointed out.

A less common aspect of medicine was pictured in another booth on pathologists who trace causes of unusual deaths. "Test tube detectives" were exemplified in work on a stain. They determined: (1) if it was blood; (2) whether it came from a human; (3) its type and compared it with other blood. How to match hair



YOUNG SHOW VISITOR hears and "sees" his own heart beat at one of 50 exhibits designed to reveal "secrets" of medicine.



REAL DOCTOR (Dr. Foster Smith) explains how anesthetist can take over patient's breathing during surgery.

COME TO AMERICA'S ONLY INTERNATIONAL PLAYGROUND!



FOR BEST-EVER Conventions

All convention activities under one roof • Groups to 800 • American Plan • Ample meeting rooms, at no charge • Fabulous Beach and Tennis Club • Swim in heated, outdoor pool or ocean • Deep sea fishing • Dancing • Championship Golf Course, so closeby! • Racing, Jai Alai, Bullfights in nearby Mexico • Everything!

FAMOUS ALL-YEAR RESORT
A FEW MINUTES ACROSS THE BAY
FROM SAN DIEGO



GENE MORGAN
CONVENTION MANAGER



Hotel Del CORONADO

M. B. KLINGENSMITH, MANAGING DIRECTOR

CORONADO, CALIFORNIA



SWIM OUTDOORS

In a fabulous plastic-domed pool
—comfortably heated

SKATE IN THE SUN

Ice rink right next to the pool

150 Casually Luxurious
MOTEL TYPE UNITS

Delightful New Coffee Shop

New Children's Playground



THE *Shelburne*
on the Boardwalk at Michigan Ave.
Atlantic City, N. J.



Write MARCUS FORD,
Vice President
In Charge of Sales
Telephone
ATLANTIC CITY 4-8131

The MONMOUTH HOTEL

SPRING LAKE BEACH, N. J.

- Two golf courses
- Air conditioned dining room
- Ocean cooled meeting rooms
- Tennis courts, shuffle board
- Private bathing beach
- Cocktail Lounge, Night Club

Overlooking the Atlantic Ocean



MEETINGS UP TO 400
JUNE AND SEPTEMBER

1 Hour Drive to NEW YORK
or PHILADELPHIA

Write James J. Farrell Mgr

Same management as
Palm Beach Biltmore

The Warwick AT ROCKEFELLER CENTER

WHERE BUSINESS MEETINGS
FUNCTION SMOOTHLY

On their toes, with the best facilities and appointments at hand, the Warwick staff is a repeating satisfaction to those in charge of meeting arrangements.

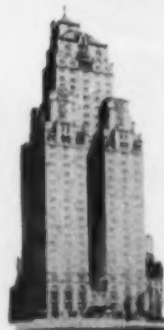
WHERE CONVENTIONS
REPEAT FOR GOOD REASONS

What a convention manager wants, he gets. Through the experience of years, our staff fits in as a smooth operating part of convention planning and execution.

ERWIN H.
SCHLICHT
General Manager

Write or Phone
SALES
DEPARTMENT
65 West 54th St.
New York, N. Y.
CI 7-2700

COMPLETELY
AIR
CONDITIONED



The Big DL in Downtown Detroit

- 800 luxurious rooms and suites.
- 14 meeting rooms for 25 to 500
- Adequate display space.
- Three great banquet halls.
- Impeccable service.
- Convenient to Detroit's new civic development.
- Gateway to the city's expressway system.

Let us place these superb convention facilities at your disposal.
Phone Detroit, Woodward 2-2300.
Teletype Number DE-1062

LANSON M. BOYER
Gen. Mgr.

Hotel

DETROIT LELAND

CASS AT BAGLEY DETROIT 26 MICH



stains was another part of exhibit.

► Medical careers were spotlighted for streams of viewers. It pointed out that there are many careers in medicine that do not take the years of training required for physicians. And these careers, exhibits stressed, are important.

Preventable home accidents were described as killers of children each year. Unattended babies were seen to fall off tables, tumble down stairs, drink poison, tamper with electrical outlets to toll death. Exhibit emphasized caution.

Lack of milk, other protein, fruits and vegetables in teenage diets was aimed at students visiting booth on proper foods. A two-year study called attention to visitors that seven out of 10 Canadian children do not eat well-balanced meals. Teenagers were urged to think of what they eat.

"Youth formula" display cited "lack of purpose" as a major contributor to "old age" among senior citizens. Statistics indicate we may expect to outlive our parents, and live much longer than people of a few generations ago. Theme suggested medicine has done much towards extending our lives, but exhibit focused on "activeness" as best cure if elderly people want to combat senility and prolong health.

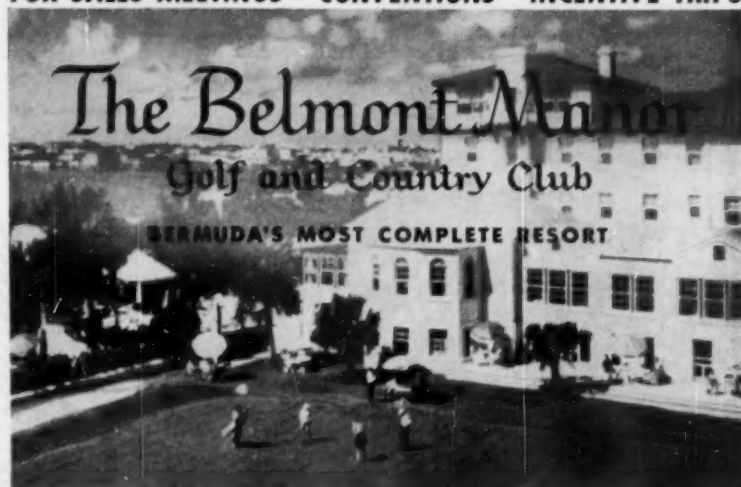
Apparatus to pump for injured heart under surgery was major attraction at one exhibit. High blood pressure was shown a contributor to heart trouble. Four abnormal heart formations found in common ailments were also included. Equipment was part of the \$200,000 worth borrowed for exposition.

A comparison between "dark age" mental treatment of a few years ago and modern methods was highlight at Mediscope '59. Confinement, shock and scare were primary weapons of yesterday. Today, psychiatrists especially trained to diagnose and treat mental sickness showed why past practices were scrapped.

Part of mental treatment described were clinics that allow day patients to return home evenings. Several large Canadian hospitals accept emotionally disturbed people with the promptness shown accident cases, exhibit pointed out.

► Most spectacular exhibit was Cancer Cyclorama in which a vast circular mural, six-feet high and 85-feet long surrounded a platform to hold 40 people. Life of cells was fully explained, yet simply. Each 12-minute performance was programmed to dispel years of dread towards the highly publicized assailant.

FOR SALES MEETINGS—CONVENTIONS—INCENTIVE TRIPS



Private 18 hole Championship Golf Course right on the grounds . . . the fabulous new Sapphire Pool—a comfortable 80° always . . . dancing and entertainment nightly. Beautifully situated on the Great Sound, across from Hamilton. Accommodations for up to 225 guests with meeting rooms for 450 persons.

THE BELMONT MANOR GOLF AND COUNTRY CLUB, WARWICK, BERMUDA

Represented by Leonard Hicks Jr. & Associates

New York • Miami • Chicago • Washington • Atlanta • Detroit • Toronto

SERVICE

is why America's
top companies meet at

Manger Hotels

SERVICE is what Manger sells—not just rooms and facilities! Service—the kind of help that has seating arrangements executed perfectly and on time. That has a proper P. A. system functioning as it should, set up as ordered. That has special tables as ordered, lighting, projection and other arrangements as requested—all on time, without last-minute makeshift changes and compromises. And all this goes along with some of the finest meeting-room facilities in the country. So check with Manger before your next meeting—see the difference real SERVICE makes!

ALBANY, N. Y.
The Manger
DeWitt Clinton

NEW YORK CITY
The Manger Vanderbilt
The Manger Windsor

CHARLOTTE, N. C.
The Manger Motor Inn
(Opening early 1960)

ROCHESTER, N. Y.
The Manger

CLEVELAND
The Manger

SAVANNAH
The Manger Towne &
Country Motor Lodge

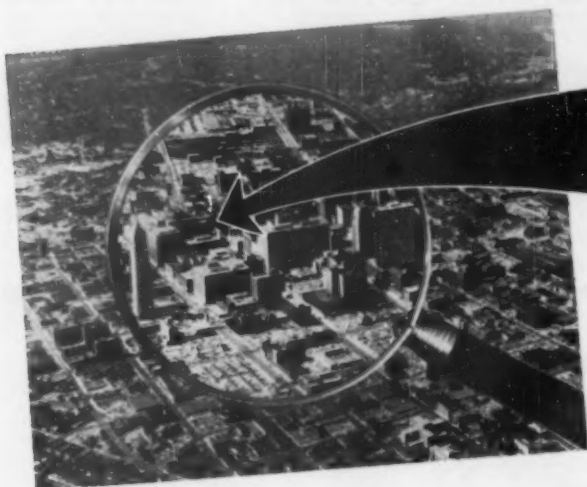
GRAND RAPIDS, MICH.
The Manger

WASHINGTON, D. C.
The Manger Annapolis
The Manger Hay-Adams

Convention Department, Manger Hotels
4 Park Avenue, New York, N. Y. (Dept. A-1)

Please send me full information about Manger
Hotels meeting and convention facilities.

Name _____
Company _____
Title _____
Address _____
City _____ Zone _____ State _____



IN THE HEART OF DOWNTOWN MINNEAPOLIS

700 air-conditioned guest rooms and suites . . . ball-room banquet facilities for 1,780 guests . . . conference facilities for 3,255 . . . 24,138 square feet of exhibition space . . . 750 car connecting garage . . . most outstanding convention facilities in Upper Midwest.

For information, write direct or call . . .
MINNEAPOLIS, Federal 3-2181 • NEW YORK, Murray Hill 8-0123
WASHINGTON, D.C., Executive 3-6481 • MIAMI, Plaza 4-1667
DETROIT, Woodward 2-2700 • CHICAGO, Mohawk 4-5100



THOMAS J. MOORE, *President*
LOUIS L. TOROK, *Manager*
TOM FITZGERALD, *Sales Manager*

On Seventh St. between Nicollet and Hennepin Ave.

TO SELECT GROUPS FROM 16 TO 600...

Conventions without Tensions

For a truly different, more productive meeting or convention, plan yours within the privacy of the spacious 7-acre Roney Plaza—the most conveniently located Miami Beach convention hotel.

The Roney's unique facilities are conducive to tensionless meetings . . . freedom from noises . . . absence of neon and commercialism. Instead, subtle architecture and magnificence in the air conditioned suites and rooms, exhibit and meeting rooms, even outdoor meetings can be arranged. There are acres and acres of relaxing enjoyment . . . the expansive (3 blocks long) ocean beach . . . racing size swimming pool . . . vast tropical gardens . . . the rare-to-find tennis courts and putting greens . . . superb cuisine . . . And famed Roney Plaza personalized hospitality.

For complete information and exclusive location benefits
(within walking distance of Miami Beach Exhibition Hall and Auditorium . . . in the very center of every attraction)
write Armando W. Castroverde, Director of Sales.

THE WORLD
FAMOUS

RONEY PLAZA

7 ACRES ON THE OCEAN AT 23rd ST. MIAMI BEACH

Elliott S. Ryan, General Manager



Anatomy of a Meeting

(continued from page 34)

organ which put heavy emphasis on the programs and their importance.

We worked out a plan to train salesmen—via their sales manager—on programs and techniques in their monthly plant meetings.

We put teeth in the prestige angle of the President's Roll of Honor by having the president personally invite charter members and their wives to Minneapolis. We shall schedule a sales planning meeting there and have Roll of Honor members participate in long-range planning.

What did salesmen think? Here's a recap of the questionnaire and questions asked the men:

1. 90% rated the meeting excellent or good; 10% had no comment.

2. Most outstanding things they said about the meeting were: excellent planning, good speakers, new

poultry program, small group seminars.

3. Major weakness: no comment from 45%; small group sessions were too short.

4. Most outstanding idea or ideas that could be used immediately: new feeding concept; dealer opening book; new hog film; new feed fact book; tips by speakers.

5. "I feel that the following subjects presented at the sales meeting should be valued as indicated." (check one)

General background reports, Feed Facts and advertising support: 58% Excellent; 36% Good; 6% Fair; 0 Poor. New programs such as Hog Film, Climate Blended Feeds, Name-the-Farm promotion, Presi-



"That's the last thing I said before we left the house . . . 'Stay away from the punch bowl'."

JANUARY 15, 1960

FREE!
DIRECTORY
OF
SALES TRAINING
FILMS

Every sales executive should have a copy of this 16-page directory. You can depend on it to provide helpful suggestions when you plan sales meetings or training programs.

WRITE FOR IT TODAY!

HEADQUARTERS FOR SALES TRAINING FILMS

DARTNELL | 4694 Ravenswood Chicago 40, Ill.

Distinguished HOTELS

Plan your next **CONFERENCE** at this Distinguished Hotel

The BILTMORE
"The Executive Hotel of New York"

43rd Street at Madison Avenue
Private elevator from Grand Central

- Choice of 26 air-conditioned meeting rooms, for 10 to 1000.
- Staff of specialists in meeting arrangements.

INFORMATION & RESERVATIONS
Write or phone The Biltmore (MU 7-7000) or Service Representative Robert F. Warner, Inc. in New York, Boston, Washington, Chicago, Toronto; Glen W. Fawcett, Inc. in Dallas, San Diego, Los Angeles, Santa Barbara, San Francisco, Portland, Seattle.

Private elevator from Grand Central

To get things done... *and have more fun*
COME TO POINT CLEAR.
YOUR PRIVATE PLEASURE-LAND!



**NEW LAGOON ROOM
 SKYLounge
 LAKEWOOD CLUB
 CHAMPIONSHIP GOLF COURSE
 DEEP-SEA CRUISERS
 SWIMMING POOL AND WHITE SAND BEACH**

Distinguished cuisine and service, plus luxurious comfort and the privacy of a 350-acre estate have established Grand Hotel as a favorite resort for discriminating guests. 100% air conditioned. Add to these features the finest of meeting rooms and you have all the facilities you could ask for a successful, enjoyable meeting! Available all year, except March and April.

Maximum 200 persons (120 double rooms and suites)

For Convention Information Kit, write James M. Pope, Resident Manager

GRAND HOTEL • POINT CLEAR, ALABAMA

Murray Stevenson, Vice President

Owned and operated by Southern Industries Corporation, Mobile, Ala.

PIERRE MARQUES

HOTEL

The Ultimate in Acapulco, Mexico!

This internationally renowned luxury resort invites groups up to 200 for sales incentive programs, conventions, board or sales meetings. The facilities are private and self-contained. The entire hotel is air-conditioned. Two swimming pools. Private beach. Fabulous fishing. Golf. Tennis courts. Free bus transportation.

For special group plan rates and brochure, write our U.S. Representatives.

Robert F. Warner, Inc.
 New York • Chicago
 Washington • Boston
 Toronto, Canada
 London, England

Glen W. Fawcett, Inc.
 Los Angeles • Seattle
 San Francisco • Dallas
 Portland • San Diego
 Vancouver, B.C.
 Affiliated with
 Hotel Pierre, New York



The Lawrence

ERIE, PENNSYLVANIA

By the Shores of Lake Erie... 400 Luxurious Guest Rooms... TV... Redecorated Executive Suites... One Minute to Railroad Station... Five Minutes to Airport... Free Parking... Excellent Accommodations for Conventions and Sales Meetings, from 10 to 600... Large Exhibit Area... Unexcelled Recreational Facilities... Distinguished Cuisine and Service.



Call Manager Collect—
 Glendale 6-8871

Convention perfect



IDEAL LOCATION: 3000 acres in colorful Allegheny mountains, convenient to train, plane, bus or car to Bedford exit, Pennsylvania Turnpike.

SUPERB FACILITIES: equipped and staffed for groups of 25 to 550. Championship golf course, in-and-out-door swimming pools, private lake, all sports. Complete bar and beverage service.

SPECIAL CONVENTION RATES: throughout season April 15 to Nov. 15. Write, wire or phone (Bedford 500)

Bedford Springs

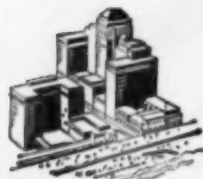
HOTEL

Bedford, Pennsylvania

E. Harris Knight, Sales Manager

RECEPTION

Convention delegates: even if you don't have time for television, you'll like the reception you get here.



CHALFONTE-HADDON HALL

on the Boardwalk, Atlantic City, N.J.

Owned & operated by Leeds & Lippincott Co. for 76 years

Write for illustrated folder

EXECUTIVES

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 LAWRENCE B. RAUGH • JAMES E. KNAUFF
 EDWARD LIPPINCOTT • REUEL W. ELTON

dent's Roll of Honor and Presentation Book: 79% Excellent; 20% Good; 0 Fair; 0 Poor; 1% No Answer. Outside speakers: 70% Excellent; 25% Good; 5% Fair; 0 Poor. General reports from company officers: 65% Excellent; 34% Good; 1% Fair; 0 Poor. Small afternoon group sessions, such as Selling Slants, Press Conference, Poultry Seminar: 65% Excellent; 34% Good; 1% Fair; 0 Poor. Bonus Buck Games and Auction: 20% Excellent; 36% Good; 30% Fair; 14% Poor. Entertainment on Thursday night: 56% Excellent; 38% Good; 6% Fair; 0 Poor. I feel we should (98%) or should not (2%) have a national sales meeting next year. I feel we should have regional meetings instead: Yes 14%; No 83%; No Answer 3%. How would you compare this year's meeting with last year's? Not as good 3%; As good 18%; Better 51%; Far better 28%.

Most often-mentioned comment was, "I got a lot of things I can use immediately in the field."

On the basis of returns this year, it appears our objectives were covered well. Only poor mark against us was the 14% of men who rated games and auction with bogus bucks as "poor." Analysis of this showed that top salesmen, as they always do (and I hope they never stop), figured out angles and organized combines to cop top prizes.

Pillsbury's philosophy is strongly sales oriented, because nothing happens until the product is sold. The salesman is the top dog. Headquarters staff is there for one purpose—to facilitate closing the sale. This is reflected in our general sales meetings where there are no head tables and company executives truly mingle. Our company is nicely endowed with top, corporate brass who know that the way to a man's selling heart is not with long-winded speeches but in presentations with a purpose—presentations, not speeches, that will inform, direct and lead.

Any sales meeting will be a bigger success, sell a little deeper and be remembered a little longer, if planners do their planning with these thoughts in mind:

- Will this meeting answer a sales need?
- How can it be presented for maximum impact?

Enough thinking and planning along this line will lead to a meeting with purpose and showmanship. ♦

JANUARY 15, 1960

see how they **RUN!**



to **MEET**
at the
Biltmore
TERRACE

Where there's time for FUN!

Your attendance figures will zoom, you'll get the work done, and still have all the fun nearby that makes Miami Beach the World's Playground!

We specialize in the smaller group or meeting, where our very personalized attention to every detail and requirement makes the BILTMORE TERRACE perfect for your particular needs!

And, we've got EVERYTHING to fill the bill—LOOK:

Exhibition space:	Free Parking; 227 luxurious rooms;
Meeting Rooms:	Complete Entertainment Program;
—accommodate 250:	Free Shopping Limousine Service;
Dining areas with banquet	Private beach, pool, cabanas;
kitchens; P.A. system;	Night Club—all-star revue;
Public Relations;	Cocktail Lounge;
Convention staff	Dining Rooms

Represented by **UTELL INTERNATIONAL**
New York, Boston, Chicago,
Toronto

WRITE, WIRE OR PHONE COLLECT:
Miami Beach, Union 6-5731
ELI MELTZER, Managing Director


ON THE OCEAN AT 87th STREET, MIAMI BEACH, FLORIDA

Plan your Convention on the . . .

MISSISSIPPI Gulf Coast



Whatever your meeting, it will be more successful—more fun—on the Mississippi Gulf Coast. In a beautiful Old South setting, you will find 5000 modern beachfront rooms—meeting rooms for 20 to 1500—banquet facilities for 800—exhibition space—marvelous food—swimming—sailing—5 golf courses—fishing—gardens—historic landmarks—28 mile beach. The Gulf Coast is easy to reach with good transportation facilities.



MAIL THIS COUPON NOW!

Get full convention data—send this coupon to the Chamber of Commerce of one of the Mississippi Gulf Coast cities listed below:

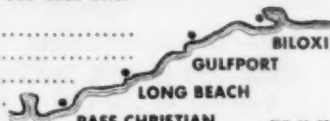
Company

Name

Address

City

State



HC-60-8M

ADVERTISERS' INDEX

The Advance Furnace Company	124
Aero Mayflower Transit Company	85
Alitalia Air Lines	75
American Air Lines, Inc.	79
Americana Hotel	141
Andrews, Bartlett & Associates, Inc.	1
Apple Valley Inn	152
Arawak Hotel	2
Astor-Manhattan Hotels	80
Atlanta Biltmore Hotel	166
Bahamas Government Development Board	54
Balmoral Hotel	56
Barbizon Plaza Hotel	104

The Barcelona Hotel	52
Bedford Springs Hotel	162
Belmont Manor	159
Berkeley-Carteret Hotel	82
Berkshire Hills Conference	71
Bermuda Trade Development Board	137
Bertell, Inc.	16, 17
Biltmore Terrace Hotel	163
Bismarck Hotel	72
Boca Raton Club	68
Bryan-Elliott Company	105
Burnham Van Service, Inc.	15

Camelback Inn	142
Canadian National Railways	49
Canadian Pacific Railways	123
Capital Air Lines	88
The Carillon Hotel	123
Castle in the Clouds Hotel	69
The Cavalier Hotel	120
Chalfonte Haddon-Hall Hotel	162
The Chanticleer Hotel	68
Chateau Lac Beauport	87
Claremont Hotel	107
Claridge Hotel (Atlantic City)	72
Hotel Claridge (Memphis)	74
Close and Patenaude	7
Color Corporation of America	99
Commodore Hotel	23
Concord Hotel	10
Condado Caribbean Hotel Corporation	147
Hotel Continental	105
Crothers Hotels	72
Cuban Tourist Institute	35, 36, 37, 38

Dartnell Corporation	161
Daytona Beach Convention Bureau	125
Daytona Plaza-Princess Isseena Hotels	155
Dearborn Inn	164
Deauville Hotel	63
Hotel Del Coronado	158
Dellwood Country Club	56
Delta Air Lines	50
Hotel Dennis	74
Detroit-Leland Hotel	158
Dinkler Hotels	58
Diplomat Hotel	76
Display & Exhibit Co.	94
The Displayers, Inc.	95
Distinguished Hotels	14

The Doric Company	80
Drake Hotel (Chicago)	91
Drake Hotel (Philadelphia)	126
Dupont Plaza Hotel	138
Eastern Air Lines	66
Eden Roc Hotel	70
Edgewater Gulf Hotel	155
Edison Hotel	51
Emerald Beach Hotel	52
The Essex & Sussex Hotel	152
Everglades Hotel	142
Exposition Management Assn.	4
Fields Management Co.	92, 93
Fontainebleau Hotel	12
Fontana Village Hotel	82
Hotel Fort Des Moines	99
Fred Harvey Hotels	68
Freeman Decorating Co.	113
French Lick-Sheraton Hotel	142
Galt Ocean Mile Hotel	89
Galveston Moody Center	145
Gardner, Robinson, Steirheim & Weis, Inc.	115
General Exhibits & Displays	83
Glacier Park Lodge	155
The Golden Gate Hotel	120
Grand Hotel (Mackinac Island, Mich.)	121
Grand Hotel (Pt. Clear, Ala.)	162
Greater Providence Chamber of Commerce	68
The Greenbrier	148
Griswold Hotel	82
Grossinger's	28
Gulf Hills Dude Ranch	127
Hawaii Visitors Bureau	152
Henry Hudson Hotel	106
Hotel Hershey	106
Hollywood Beach Hotel	108
The Homestead	73
Iberia Air Lines of Spain	20
Martin B. Iger Company	5
Indies House	127
The Inn	111
Intercontinental Hotels	26
Ivel Construction Corporation	131
Jack-Bilt Corporation	101
Jack Morton Productions	73
Jack Tar Hotels	130

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Jam Handy Organization	Cover 4
Jamaica Tourist Board	155
Jarrett Agency	67
Jefferson Hotel	164
Jug End Barn	165
Jung Hotel	30

LaConcha Hotel	112
Lafayette Hotel and Lanais	113
Lake Tower Hotel	75
LaSalle Hotel	52
Las Vegas Convention Bureau	24
Lawrence Hotel	162
Lido Hotel	121
Lincoln Chamber of Commerce	
Convention Committee	56
Long Beach Chamber of Commerce	62

Madison Hotel	56
Manger Hotels	159
Manoir Richelieu	138
Manpower, Inc.	22
Marrakesh Hotel	9
Memorial Coliseum (Portland)	94
City of Miami	125
Miami Beach Exhibition Hall	143
Mississippi Gulf Coast	163
Monmouth Hotel	158
Mont Tremblant Lodge	108
Montagu Beach Hotel	66
Montauk Manor	134
Moraine on the Lake	138
Mount Washington Hotel	127
Hotel Muehlebach	25
Myrtle Beach Chamber of Commerce	52

Nassau Inn	53
National Air Lines	70
National Exposition Service	98
National Guard Armory	27
New York Trade Show Corporation	86
Niagara Hotel	149
North American Van Lines	133
Northeast Air Lines	117
Northernair	71
Northwest Orient Air Lines, Inc.	8

Palm Springs Riviera Hotel	56
Pan American World Airways, Inc.	61
Hotel Patten	127
Park Sheraton Hotel	89
Pick-Nicollet Hotel	72
Pierre Marques Hotel	162
Pocono Manor Inn	138

Poland's Spring & Mansion House	154
Ponte Vedra Club	142
Hotel President	138
Princeton Inn	116

The Queen Elizabeth	148
Radisson Hotel	160
Louis Rastetter & Sons	67
Realty Hotels	161
Richmond Hotels, Inc.	50
Riviera Hotel	107
Hotel Robert Meyer	134
Roney Plaza Hotel	160
Roosevelt Hotel	54

Sagamore Hotel	52
St. Moritz Hotel	126
San Antonio Chamber of Commerce	55
San Marcos Hotel	95
William Sanford, Inc.	88
Santa Monica Convention Bureau	139
Hotel Savery	146
Saxony Hotel	82
Sea Breeze Hotel	165
Shawnee Inn	86
Shelborne Hotel (Miami Beach)	57
Shelburne Hotel (Atlantic City)	158
Sheraton-Blackstone Hotel	55
Sheraton-Cadillac Hotel	87

Sheraton Corporation of America	Cover 3
Sheraton-Dallas Hotel	6
Sheraton-Gibson Hotel	147
Sheraton-Park Hotel	21
Sheraton-Towers Hotel	74
Shinderman Management Corporation	153
The Shoreham Hotel	103
Shure Brothers, Inc.	113
Skirvin Hotels	98
Skyline Inn	104, 143
Skytop Club	74
Sleepy Hollow Beach Hotel	142
Southwest Hotels, Inc.	153
Spring Rock Country Club	146
Stardust Hotel	146
State Fair of Texas	135
Sun n' Sand Hotel Court	109
Sun Valley Lodge	81

Tampa Chamber of Commerce	72
Trans Canada Air Lines	63
Trans World Air Lines, Inc.	Cover 2
Travel Consultants, Inc.	3
Traymore Hotel	100
Treadway Otesaga (Cooperstown, N. Y.)	19
Treadway Inn (St. David's, Pa.)	18

Union Stockyard & Transit Company	101
United Air Lines, Inc.	110
United Van Lines	11
U. S. Hotel Thayer	51
Hotel Utah and Motor Lodge	166

Vari-Typers Corporation	67
Villa Moderne Hotel	154

Warwick Hotel	158
Hotel Webster Hall	152
Wentworth-by-the-Sea Hotel	124
Western Air Lines, Inc.	97
Western Hotels	151
Westward Ho Hotel	138
Wheaton Van Lines, Inc.	146
The Wigwam	74
Wilding, Inc.	130
Willard Hotel	149

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Subject: SCREWDRIVER

For half an hour, the head of the house worked to get the sagging door to swing straight. "Hey, son," he called to his boy, "get me a big screwdriver, will you please?"

After a long time—it seemed like hours—the boy returned empty handed. Apologetically he said, "Gee, Dad, I've got the orange juice, but I can't find enough vodka in the house for even a little screwdriver."

Subject: PROGRESS

You have to get up from your seat and move, if you want to get anywhere. Perhaps, no one expressed this idea of progress better than Charles F. Kettering when he pointed out:

"Many discoveries have been accidents—the result of stumbling on one thing while searching for another. But no one ever stumbled while standing still. So we feel that unintelligent motion is more to be desired than intelligent standing still."

Subject: TALENT

Two friends were discussing creative thinking and talent. One said: "The most creative thinker, the most talented and greatest man who ever lived was Billows. He was brilliant, broadminded, tolerant, generous, temperate; yet, he died with his talents unsuspected by the world."

"Well, how did you get to find out about him?" asked the friend. "I married his widow."

Subject: WORRY

Don't worry about worrying. Says one leading psychiatrist: "To worry means we are mentally normal. The more we worry, the smarter we are likely to be, since worry is trial-and-error thinking about problems." Says another psychiatrist: "Most people seem unaware that to be unworried in the face of distressing reality situations may often be a symptom of a serious mental disorder."

Subject: MARRIAGE

The wind whipped through the Pullman car. The young woman in the upper berth asked timidly of the man in the lower berth:

"Will you get me a blanket, please? I'm awfully cold."

"Are you married?" asked the man.

"No, I'm not married," the girl replied.

"How would you like to play you were married?" suggested the man.

"Oh! I think that would be fun."

"Then go get your own blanket!"

Subject: PHOTOS

They had a grand time aboard ship. Harry and his wife had met a fine couple the first night out. They were constant companions. They had fun every minute of the trip.

When Harry got home, he made up a little album of snapshots he had taken aboard ship and mailed it to his shipboard friends. He never received acknowledgment until a lawyer appeared one day.

"Did you make up this album?" asked the lawyer. "Yes," said Harry, "but I didn't know for sure that they got it."

"It was received," said the lawyer, "and I'm representing the man's wife in a divorce suit."

"That's a shame," said Harry. "They seemed like such a well-mated couple."

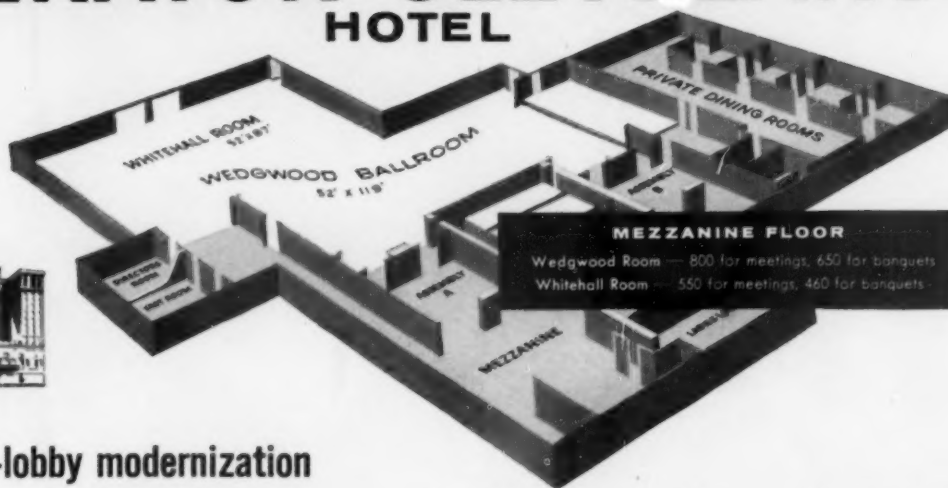
"That may be," said the lawyer, "but the woman in the photos is not the man's wife."

Subject: SPEAKER

When the West was really the West, an Eastern business man was invited to speak before a cattlemen's meeting. His speech was poor. When he finished, he was frightened. Three husky cattlemen approached with drawn guns and hangman's noose.

An oldtimer who was sitting beside the Eastern businessman whispered into his ear: "Jes sit still, son. They ain't gonna harm you none. Them fellas is a-comin' for the program chairman."

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